

## MIER FINAL IDP 2010/2011



---

## **A. EXECUTIVE SUMMARY**

---

Mier Municipality submitted its IDP (2007-2012) for approval to the MEC, which marked the beginning of the second 5-year period of IDP's in Mier. This was done in terms of Chapter 5, of the Municipal Systems Act.

In terms of Section 34 of the Municipal Systems Act:

A Municipal Council –

must review its integrated development plan-

- (i) annually in accordance with an assessment of its performance measurements in terms of section 4 I; and
- (ii) to the extent that changing circumstances so demand; and may amend its IDP in accordance with a prescribed process

As such, Mier Municipality embarked on the IDP Review Phase in September 2008, which addressed the following:

- Comments received from the various role-players in the IDP process including the comments from the MEC.
- Areas which required additional attention in terms of legislative requirements;
- Areas identified through self-assessment;
- The preparation of Integrated Programmes as far as possible;
- The development of the Financial Plan, Institutional Plan as well as the updating and amending of the projects.

Taking into consideration all the efforts that went into the process in the past, as well as in this IDP Review Process, it is important to note that this document is a definite improvement on the ones before, yet not ideal.

In order to review the document in 2008, all previous efforts were taken into consideration, but this time with specific drive from the Mier IDP manager and Steering Committee.

This document sets out Mier Municipality's rolling five-year Integrated Development Plan containing key municipal plans, sector plans and priorities for the current political term of office. The IDP is not a stand-alone document and has to be read with a host of other key documentation which contain more detail on plans and actions.

Central to the execution of the IDP is the need for economic growth and job creation which impacts on each and every choice and decision that the municipality make. The need for marketing the

region and attracting international and regional investment are also key elements in financing the execution of Mier Municipality's Development Plan. The plan will be further refined through a prioritisation process within available budget parameters and alternative service delivery mechanisms to reflect an affordable, bankable, implementation plan. The IDP also strives for alignment initiated through the Intergovernmental process involving Provincial and National Government.

Key Priority Issues as well as national and provincial strategic issues as encapsulated in various national and provincial plans are formed and aligned with the following National Key Performance Areas

- KPA 1: Basic Service Delivery*
- KPA 2: Municipal Institutional Development and Transformation*
- KPA 3: Local Economic Development*
- KPA 4: Municipal Financial Viability and Management*
- KPA 5: Good Governance and Public Participation*
- KPA 6: Spatial Development Planning*

The above KPA's also align with the Department of Provincial and Local Government's "*Guide for Credible IDP's*" where the National IDP Focus Areas are highlighted as well as the *Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, 2006*.

## **1. Organisational Structures**

During the composition and the annual review of the Integrated Developing Plan specific roles and responsibilities were drawn up for all parties involved in the process. According to the above-mentioned, decisions were made on the following roles and responsibilities.

### The Council

- Consider and accept the planning of the process
- Consider, accept and approval of IDP
- Motivate their identified Communities within their towns to participate.
- Must be part of the IDP meetings in their area.

### The Municipal Manager / IDP Manager

- Is responsible and accountable for the IDP process.
- To nominate persons for different roles in the IDP process.
- Preparing of the IDP
- Make sure that all role-players are involved

- Co-ordinate the participation of the community
- React on inputs from the public
- Ensure thorough documentation of the process.
- Amend the IDP on request from the MEC
- Annually review the IDP

#### Heads of Department and officials involved in the IDP Steering Committee

- Make use of some technical analysis
- Looking for priorities
- Rely on information for the budget
- Is instrumental with the compilation of the IDP
- Give guidance and advice to the Municipal Manager and IDP Manager.
- Specify terms for the planning
- Do intensive research

#### The IDP Representative Forum

- Set up a platform for inputs from the community
- Establish a platform for discussions, negotiation and decision-making between interested groups.
- Ensure communication between IDP Representative Forum and the inhabitants of their municipal borders

## **2. Process Overview: Steps and Events**

### Preparation for the Process

Preparation in Mier involved the production of an IDP Process Plan, containing the following:

- Institutional Structures established for Management of the process;
- Approach to & structures for Public Participation;
- Time schedule for the Planning Process;
- Roles and Responsibilities;
- Monitoring of the Process.

### Phase 1: Analysis

This Phase dealt with the existing situation and focused on the type of problems faced by people in Mier Municipality. The problems identified were weighed according to their urgency and/or importance to come up with those to be addressed first, i.e. priority issues. This Phase also dealt with identification of existing economic potential in areas and specific communities. The

Municipality had to further familiarize itself with existing and accessible resources and limitations in order to decide on realistic solutions.

The outputs of this Phase were:

- Public Participation Process;
- Assessment of existing level of Development;
- Priority Issues;
- Information on causes of Priority Issues;
- Information on available Resources.

### Phase 2: Strategies

This Phase focused on formulating solutions to address the problems identified. It also focused on aligning Municipal Strategies to Provincial and National Guidelines and Strategies as indicated in the Provincial Growth and Development Strategy (PGDS) and National Planning Documents.

This Phase included the review of:

- The Vision – a statement indicating the ideal situation Mier Municipality would like to achieve in the long term;
- Development Objectives – statements of what Mier Municipality would like to achieve in the medium term in order to address the issues and also contribute to the realization of the Vision. Objectives bridge the gap between the current reality and the Vision.
- Development Strategies – provide answers to the question of how Mier Municipality will reach its Objectives. They are strategic decisions about the most appropriate ways and means to achieve the objectives

### Phase 3: Projects

This Phase is about the identification and design of projects linked to strategies, for implementation.

The outputs of this Phase include:

- Performance Indicators;
- Project Outputs, Targets and Location;
- Project related Activities and Time Schedules;
- Cost and Budget Estimates.

### Phase 4: Integration

In this Phase Mier Municipality made sure that projects are in line with the Municipality's Objectives and Strategies, as well as with the resource framework and comply with legal requirements. This

was further an opportunity for the Municipality to harmonise the projects in terms of contents, location and timing in order to arrive at consolidated and integrated programmes, e.g. LED strategy.

The achievement of this Phase is an Operational Strategy which includes:

- Financial Plan;
- Integrated Sectoral Programmes;
- Consolidated Monitoring/Performance Management System;
- Institutional Plan;

#### Phase 5: Approval

Once the IDP was completed, the Municipality gave an opportunity to the public to comment on the Draft Document. Furthermore it was submitted to Council for consideration and approval. Only after the IDP was amended according to input from the Public, Council will consider it for approval.

Under the new constitution, Mier Municipality has been awarded major development responsibilities to ensure that the quality of life for its citizens is improved. The new role for Local Government includes provision of Basic Services, Creation of Jobs, Promoting Democracy and Accountability and Eradication of Poverty. Preparing and having the IDP therefore enables Mier Municipality to be able to manage the process of fulfilling its development responsibilities.

Through the IDP, the Municipality is informed about the problems affecting the Mier Municipal Area and, being guided by information on available resources, is able to develop and implement appropriate Strategies and Projects to address the problems.

Any planning guidelines have to keep in mind that planning is not an end in itself, but a tool to arrive at more appropriate effective delivery of services to the people. Keeping a close and transparent link between Planning, Improved Public Management and Delivery is, therefore, the most important guiding principle for the Guidelines.

### **3. Current Reality: Basic Facts & figures**

According to Statistics SA Census 2001 information the population density of the Mier Municipal Area is very low. Already in 1996 it was found that there were only 6 272 residents, of which half has never before left the area. This figure has slightly increased since 1996 to 6844 in 2001. As further indicated, the population is fairly young which could be seen as progressive. More than half of the household heads are women.

Although not formally recognised the Section 78 report indicates the population of Mier for 2005/6 as follows:

<b>Town /settlement</b>	<b>Population</b>	<b>Total households billed</b>
Rietfontein	2544	679
Welkom	689	161
Groot Mler	530	106
Klein Mier	678	128
Loubos	1129	286
Philandersborn	1102	289
Askham	800	267
Noenieput	159	
Drieboom	32	
Vetrivier	79	
Schepkolk	37	
Erin (!Khomani San	850	
<b>Total</b>	<b>8629</b>	<b>1916</b>

A concern to the Municipality is the small amount of people who attend tertiary institutions. A further concern to the Municipality is the small amount of people actually completing their school career. Unemployment and a poor academic profile are the two largest losses / problems of the municipal area's population.

In relation to the total labour force indicated by census statistics, 33% are unemployed. Unemployment affects the ability of the Municipality to render quality services, due to the lack of payment for services by the Community. Another concern to the Municipality is the number of people employed in elementary occupations.

According to census data (2001), more than 90% of the population receive a monthly income of less than R800. This has again an effect on the poor payment of Municipal services. An important tendency is the high dependency of households on pension fees. In the Mier area 413 households who depend mostly or completely on pension fees for income, were identified by Stabilis Consultants in 2001/2. The Section 78 Report compiled in 2005/6 indicated that Mier Municipality provided subsidies to 698 households with a monthly income of less than R1800-00.

Due to the small population figures and vast areas, the Municipality was never divided into wards. Hence only PR councilors are elected. In the place of Ward Committees, the Council established Town Forums in each of the 8 towns in the Municipal Area.

Prioritized areas of potential in the whole Municipality include:

- Mier Municipality's short-term opportunities lay in mineral beneficiation, tourism and agro-processing.

- In the Municipal area the opportunities for any meaningful job creation revolve around housing delivery and public sector construction.
- The suggestion is that key stakeholders should concentrate on:
  - Engagement with national government, Transnet and SANRAL on the future positioning of Mier Municipality in relation to the transport network.
  - Maintain and improve basic education and provide opportunities for tertiary education.
  - Engagement with industry institutions and businesses to identify investment opportunities in the tourism, agro-processing, services and beneficiation industries.
  - Developing a plan to address the backlogs in both low-cost and affordable housing.

#### 4. Priority issues from a Municipal Perspective

KPA	Development Issue
KPA 1: Basic service delivery and infrastructure investment	<u>1. Water and Sanitation:</u> Lack of proper and sufficient water and sanitation provision. The typical aspects covered by this priority issue for the next 5 years will be that of the <i>water</i> and <i>sanitation</i> provision as far as it relates to the function depicted in schedule 5A and B of the constitution, implementation of the <i>MIG grant</i> , and provision of basic services in the municipal area. <i>Storm water</i> also forms part of this issue.
	<u>2. Roads and Transport:</u> Lack of safe quality roads infrastructure, including storm water systems contributing to an efficient transport system. Also, the <i>construction</i> and <i>upgrading</i> of new and existing roads (all roads) will form part of this issue.
	<u>3. Housing:</u> Housing provision in the entire municipality is becoming more of a priority for the Council. The issue to consider is to become more involved to address the lack of sufficient low-cost housing and accommodation especially in Noenieput and the !Khomani San. Housing issues also include the upgrading of existing houses which are in a poor condition This issue further includes the identification and servicing of additional sites for residential development
	<u>4. Environmental &amp; Municipal Health:</u> This issue will deal with aspects like <i>cleansing</i> , <i>waste management</i> and <i>environmental management</i> . <i>Disaster management</i> related issues will form part as well.
	<u>5. HIV/AIDS:</u> Due to the disastrous effect of this pandemic on our society the Municipality can not turn a blind eye. It will again focus on this issue for the next 5 years, working hand in hand with other stakeholders in order to allocate resources to prevent the spread of the disease.
KPA 2: Local Economic Development	<u>6. Local Economic Development:</u> For the next 5 years this issue will focus on <i>tourism</i> as depicted in schedule 5A & B of the constitution. It will also promote the economic growth of the area through <i>LED</i> , <i>mining</i> , <i>agriculture</i> and other related economic potentials and drivers. The focus should be more on creating an environment for economic growth and investors to invest, rather than investing in specific LED projects with limited outcomes. It should also be acknowledged that <i>infrastructure development</i> contribute to LED spin - offs and therefore the cross-cutting nature of the LED issue should be catered for.



	<p><u><b>7. Land Development:</b></u></p> <p>The typical issues that will be dealt with under this issue are <i>land-reform</i> and <i>re-distribution</i>; continued <i>availability of land</i> for various uses like agricultural and commercial. Appropriate land use management system in the municipality. Development, review and implementation of a <i>spatial development framework</i> fall under this issue as well.</p>
KPA 3: Municipal Financial viability and management	<p><u><b>8. Sustainable Developmental Orientated Municipalities:</b></u></p> <p>This issue considers improved local governance in Mier Municipality over a 5 year period. It will consider aspects like <i>financial viability</i> (revenue raising strategies and financial systems). <i>Communication</i> was identified as critical to the process of good governance and should be prioritized.</p>
KPA 4: Municipal Transformation and Institutional Development	<p><u><b>8. Sustainable Developmental Orientated Municipalities (Cont.):</b></u></p> <p>It will consider aspects like the lack of well organized and effective systems and implemented policies and plans to manage and serve the Municipal area, <i>good governance</i> (community participation, town forums) and <i>institutional development</i> (Human resource development) and <i>transformation</i>. It is very much an internal focused issue. <i>Communication</i> was again identified as critical to the process of good governance and should be prioritized.</p>
KPA 5: Good governance and community participation	<p><u><b>8. Sustainable Developmental Orientated Municipalities (Cont.):</b></u></p> <p>It will consider aspects like <i>financial viability</i> (revenue raising strategies and financial systems), <i>good governance</i> (community participation, ward committees) and <i>institutional development</i> (Human resource development) and <i>transformation</i>. It is very much an internal focused issue. <i>Communication</i> was identified as critical to the process of good governance and should be prioritized.</p>

### Issues arising from the last town to town visits during community Participation march 2010

#### 5. Critical Targets

Priority Area	Objectives	Targets
1. Water and Sanitation:	<ul style="list-style-type: none"> <li>To provide access for all the resident of Mier Municipality, to clean drinking water by June 2010</li> <li>To provide access for all the residents of Mier Municipality to proper sanitation, by June 2010</li> </ul>	<ul style="list-style-type: none"> <li>Households / a</li> <li>Households / a</li> </ul>
2. Roads and Transport:	<ul style="list-style-type: none"> <li>To upgrade and maintain all gravel roads by 2012</li> <li>To build new roads in all identified areas by 2012</li> <li>To upgrade all access roads and internal roads by 2012</li> </ul>	<ul style="list-style-type: none"> <li>100 Km / a</li> <li>100 Km / a</li> <li>150 Km / a</li> </ul>
3. Housing:	<ul style="list-style-type: none"> <li>To provide houses to all communities within the whole Mier Municipal Area, which currently experience a backlog, by June 2014</li> <li>Provision of sites and servicing of sites to fulfill in the demand</li> </ul>	<ul style="list-style-type: none"> <li>150 Houses / a</li> <li>Sites / a</li> </ul>
4. Environmental & Municipal Health:	<ul style="list-style-type: none"> <li>To upgrade, license and register existing waste dumping sites by June 2009</li> <li>To provide additional sites if and where necessary by June 2007, in order to cater for the increase in waste removal demands</li> </ul>	<ul style="list-style-type: none"> <li>6 Sites / a</li> <li>3 Sites for Noenieput, Klein Mier and !Khomani San</li> </ul>
5. HIV/AIDS:	<ul style="list-style-type: none"> <li>To update the existing policy and implement accordingly by June 2010</li> <li>To strengthen the Forum and develop a</li> </ul>	<ul style="list-style-type: none"> <li>Policy updated</li> <li>Forum Strengthened</li> </ul>

	plan for the Mier area by June 2010	
6. Local Economic Development:	<ul style="list-style-type: none"> <li>To facilitate capacity building and skills development programmes in the area focusing on the agricultural, mining and tourism sector</li> </ul>	<ul style="list-style-type: none"> <li>6 Programmes or training sessions / a</li> <li>75 Jobs created / a</li> </ul>
	<ul style="list-style-type: none"> <li>To upgrade existing tourism attractions / products over the next 10 years in Mier Municipality</li> </ul>	<ul style="list-style-type: none"> <li>1 per year</li> </ul>
	<ul style="list-style-type: none"> <li>To develop new attractions / products in Mier Municipality over the next 5 years</li> </ul>	<ul style="list-style-type: none"> <li>1 per year</li> </ul>
	<ul style="list-style-type: none"> <li>To upgrade supporting tourism infrastructure, i.e. road signs and roads over the next 10 years</li> </ul>	<ul style="list-style-type: none"> <li>All road signs and access roads directly linked to tourism attractions</li> </ul>
	<ul style="list-style-type: none"> <li>To provide permanent employment for 5 additional people per year over the next 10 years</li> </ul>	<ul style="list-style-type: none"> <li>5 people / a</li> </ul>
	<ul style="list-style-type: none"> <li>To develop a Marketing Strategy by June 2009</li> </ul>	<ul style="list-style-type: none"> <li>1 Strategy</li> </ul>
	<ul style="list-style-type: none"> <li>To train / equip 5 youth per year from Mier Municipality in the tourism sector over the next 10 years</li> </ul>	<ul style="list-style-type: none"> <li>5 youth trained / a</li> </ul>
	<ul style="list-style-type: none"> <li>To launch one conservation activity or programme per year over the next 10 years in Mier</li> </ul>	<ul style="list-style-type: none"> <li>1 / a</li> </ul>
7. Land Development:	<ul style="list-style-type: none"> <li>A proper developed and implementable Land Use Management Plan by June 2009,</li> <li>Township establishment of Noenieput and the !Khomani San Settlement by June 2010</li> </ul>	<ul style="list-style-type: none"> <li>1 plan</li> <li>Township establishment</li> </ul>
8. Sustainable Developmental Orientated Municipalities:	<ul style="list-style-type: none"> <li>Development of Financial Plan</li> <li>Increase in payment rate and revenue base</li> </ul>	<ul style="list-style-type: none"> <li>Financial Plan</li> <li>10% increase</li> </ul>
8. Sustainable Developmental Orientated Municipalities (Cont.):	<ul style="list-style-type: none"> <li>Development and implementation of Skills Development Plan in line with the identified capacity needs of the IDP.</li> <li>Review and implement Employment Equity Plan</li> </ul>	<ul style="list-style-type: none"> <li>1 plan</li> <li>1 plan reviewed</li> </ul>
8. Sustainable Developmental Orientated Municipalities (Cont.):	<ul style="list-style-type: none"> <li>Town Forum establishment and capacity building in order to equip them to contribute towards planning structures and processes</li> <li>Communication strategy reviewed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>8 forums</li> <li>strategy</li> </ul>

## B. SITUATIONAL ANALYSIS

The Mier Municipal area consists of 8 towns and the Khomani San community within its jurisdiction. Mier Municipal Area is situated between 20° and 21° EL and between 26° and 27° 3B. Rietfontein, the main town, is situated approximately 280 km northwest from Upington. Mier Municipal area borders with Namibia in the west, the Kgalagadi-Transfrontier Park in the north and Botswana in the northeast. Mier Municipality forms part of the Siyanda District Municipality.



### Location of the towns and villages

Rietfontein is the main town where the Municipal offices are also located. The seven other towns that together form Mier Municipal Area are: Loubos, Philandersbron, Klein Mier, Groot Mier, Welkom, Askham and Noenieput. Most of the farmers in Mier stay in the mentioned towns from where they operate their farming industries

The !Khomani-San Community is an inherent part of the Mier Municipal Area. Although part of the community stays in the other towns in Mier, a large part of the community is still mainly spread in the Siyanda District Management Area. Six farms were reserved for the settlement of this community in Mier.

## 6. SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>➤ Natural resources</li> <li>➤ Rich culture / friendly and hospitable people</li> <li>➤ Tarred road from Upington to Kgalagadi Park and to Rietfontein</li> <li>➤ Locality - on the borders of Botswana and Namibia</li> <li>➤ Relationship with DBSA, Kgalagadi Transfrontier Park etc.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Lack of or poor access to Roads, infrastructure, Media</li> <li>➤ Lack of proper implementation of the Communication Strategy – internal conflicts between the different departments and towns</li> <li>➤ Lack of resources and funding for development</li> <li>➤ Lack of skills development</li> <li>➤ Recruitment and retainment of personnel</li> <li>➤ Poor payment rate and income revenue – Municipality too dependant on Grants</li> <li>➤ Lack of sufficient technically skilled personnel</li> <li>➤ Lack of sufficient office space and equipment to accommodate all employees</li> <li>➤ Lack of providing basic services on private land / commercial farms</li> <li>➤ Maintenance and reaction time on complaints</li> <li>➤ Housing backlog</li> </ul>

OPPORTUNITIES	THREATS / CONSTRAINTS
<ul style="list-style-type: none"> <li>➤ Mining and other possible developments</li> <li>➤ Location (Namibian and Botswana borders)</li> <li>➤ Growing Tourism sector</li> <li>➤ Existing infrastructure, i.e. tarred road to Rietfontein</li> <li>➤ Youth i.e. economically, socially</li> <li>➤ Agriculture, i.e. Game farming</li> <li>➤ Churches and social organizations</li> <li>➤ Informal business</li> <li>➤</li> </ul>	<ul style="list-style-type: none"> <li>➤ Lack of TV / Media access</li> <li>➤ Funding from external sources</li> <li>➤ Environmental degradation</li> <li>➤ Retention of skills - People with skills migrate to other places outside of Mier</li> <li>➤ Lack of exposure and knowledge of opportunities</li> <li>➤ Social Issues in communities, i.e. unemployment, Drug and alcohol abuse, crime, HIV/AIDS etc.</li> <li>➤ Constraints that directly impacts on the growth of the agricultural sector, i.e. poor road infrastructure</li> <li>➤ Upington attract economic activities and developers hesitate to develop in surrounding areas</li> <li>➤ Low population density.</li> <li>➤ Low levels of skills development</li> </ul>

## 7. Spatial Analysis: Patterns and trends

The spatial analysis of the Mier Municipality is described under the headings below:

Formerly a rural area held in Trust by the Minister of Agriculture and Land Affairs, under the Rural Areas Act (1987), Mier Municipality went through a transitional process between 1998 to 2000. The area is situated between 20° and 21° EL and between 26° and 27° SB. The area borders with Namibia in the west, Kgalagadi Transfrontier Park in the north and Botswana in the east. It falls within the Siyanda District Municipality.

Currently Mier (bigger than the Free State Province) remains a rural area, consisting of eight small towns (settlements) namely:

- Rietfontein (head office) – where township establishment took place.
- Philandersbron, Loubos, Klein Mier and Welkom where township establishment took place. In Loubos and Klein Mier there are still a lot of open spaces which should be filled in order to integrate communities properly as well as to make service provision easier. The same is applicable to Groot Mier.
- Askham where township establishment took place, but a need for integrated planning exists.
- No township establishment took place in Noenieput or at settlements for the !Khomani San and a need for especially residential sites with services, exists.

The Mier area consists of large portions of rural farms and can further be identified in 5 segments:

- Commercial agricultural farms (land uses mostly restricted to agriculture)
- Game farms (land uses mostly restricted to agriculture and tourism)
- Formal residential towns

- Informal residential settlements
- Remaining extend which is used for the grazing of small farmers

## **8. Social Analysis: Poverty situation and gender-specific issues**

The residents of Mier live in less favourable conditions. The income distribution is distorted to the disadvantage of the less economically secured people, who also represents the majority group in the Municipal Area.

As indicated before the Municipality is concerned about the small amount of people who attend tertiary institutions. This has a direct effect on the capacity of the Municipality and its Community. The Municipality is also concerned about the small amount of people actually completing their school career. This has a direct effect on unemployment and occupation levels. Unemployment and a poor academic profile are the two largest losses / problems of the municipal area's population.

In relation to the total labour force indicated by census statistics, 33% are unemployed. Unemployment affects the ability of the Municipality to render quality services, due to the lack of payment for services by the Community. Another concern to the Municipality is the number of people employed in elementary occupations, again reflecting on the lack of skills development and capacity within the Municipality.

According to census data (2001), more than 90% of the population receive a monthly income of less than R800. This has again an effect on the poor payment of Municipal services. An important tendency is the high dependency of households on pension fees. In the Mier area 413 households who depend mostly or completely on pension fees for income, were identified by Stabilis Consultants in 2001/2.

A concern is further the increase in the number of people suffering with disabilities and the facilities available to make services more accessible to them, as well as opportunities created for them to be employed or capacitated.

Major social factors are:

- Poverty and Unemployment which leads to the inability and unwillingness to pay for services
- Drug and alcohol abuse
- Teenage Pregnancy
- Illiteracy and lack of skills development

## **9. Agricultural Sector**

The Mier Area is predominantly extensive stock and game farming area. Currently sheep farming is probably the most important farming activity. Other farming activities such as cattle, donkeys, mules, goats and game are currently secondary in the area.

Sheep as the most important farming activity is marketed either locally at auctions in Loubos and Askham, or per road transported to auctions in Upington, or for slaughtering in Upington and Groblershoop.

Game is mainly marketed seasonally as “biltong”-hunting for hunters from outside of the area. The current game farming forms an important source of income, for the Mier Council, through council owned game farms. Two of the farms owned by the !Khomani San Association already have established game and could also be utilised as a game farm.

At Loubos and Philandersbron irrigated land is available, which were used in earlier years during good rainy seasons. Two conserving dams were built for this purpose, as well as a canal system which is currently in a poor condition. Products from the irrigated land were mainly used for own consumption.

The potential of the area and its people; the average income of farmers in Mier is below the average in comparison to the average of South Africa. The current income of the farming community could improve visibly, if the typical problems in the area could be addressed.

It is important to note that there is a definite shift amongst commercial farmers on the Botswana border to change from stock farming to game farming, due to the change in weather conditions and the poor access to water for the stock.

## **10. Tourism Sector**

Mier is any hunter's dream. The Mier municipality owns 30 000ha of game farms. These and other, privately owned game farms offer hunting opportunities and provide facilities for biltong making. Mier offers room to play for 4x4 enthusiasts. A 4x4 route stretches from Rietfontein to Pulai, while the red sands of the Mier town common are tempting.

Mier is further situated adjacent to one of the world's largest conservation areas, the Kgalagadi Transfrontier Park. The people of the Kalahari, renowned for their hospitality, love spoiling guests with traditional cuisine like roosterkoek, juicy Kalahari lamb dishes, melktert and, in season, the sought after n'abba or Kalahari truffle.

!Khomani San

One of the world's ancient tribes, the !Khomani San, own farms in the Mier area. Members of the !Khomani San produce and sell authentic San weapons like bow and arrow and curios like beads made out of the shell of ostrich eggs or bags made out of animal skins.

The San were the first people who lived in Southern Africa thousands of years ago. Archeological research shows that 25 000 years ago they were hunter gatherers that practices rock art, ostrich egg shell beads, stone tools and bow and arrows. Today some of them still practice it for an income.

The San also practice tracking, telling old stories and traditional hunting on one of their farms that they won in a land claim in 1999. There is also a bush camp where one can sleep the night in the company of a tracker and guide and experience different activities.

The farms also have two heritage sites on that date back to the era before the Witdraai Police station was established. The grottos are a place where people were kept before jails were built. The tree where Skapie was shot dating back to the Nama German war in 1904 – 1908 can be visited in the company of a guide that tells the whole story. Skapie came to warn the San that the Germans were coming.

The San and the Basters met each other around 1860 in the Rietfontein area where the first Basters saw a haze of mist and traveled there to find a group of San, but the next day they were gone.

The beauty of nature and almost untouched environment is an important characteristic of the Mier area. The cultural inheritance of the inhabitants as an indigenous people group provides ample potential, especially in the eco-tourism industry. Therefore, the biggest asset of Mier is the rich culture and history of its people.

Various species of raptors nest in the majestic gray camel thorn tree. The white backed vulture is the most impressive of these. At Rietfontein, situated 3km from the Namibian border, diamonds were mined years ago. The fountain also boasts rich bird life.

#### Kgalagadi Transfrontier Park

The Park was previously known as the Kalahari Gemsbok National Park and was proclaimed in 1931 mainly to protect migratory game, especially the gemsbok. During the late 1990's it was combined with the adjacent Gemsbok National Park in Botswana to form The Kgalagadi Transfrontier Park - one of the first in the world and the first in Southern Africa.

The Kgalagadi comprises an area of over 3,6 million hectares which is one of a very few conservation areas of this magnitude left in the world. Red sand dunes, sparse vegetation and the

dry riverbeds of the Nossob and Auob show antelope and predator species off at a premium and provide excellent photographic opportunities. Kgalagadi could be considered a haven for birders especially when interested in birds of prey.

### !Xaus Lodge

!Xaus Lodge, is a 24 bed thatched luxury lodge and has been crafted to blend into the landscape of this remote wilderness area. Situated on the red dunes of the Kalahari it overlooks an enormous salt pan. The name of the lodge, !Xaus, meaning " Heart" in the Nama language and phonetically pronounced Kaus, derives from the shape that lies in the pan below the lodge. Of greater significance however is the spirit of reconciliation encapsulated by the name !Xaus. The lodge and its specific location is the positive outcome of a land settlement agreement reached between the South African Government and South African National Parks with the !Khomani San and Mier communities to whom the land originally belonged before its incorporation in 1931 into the then Kalahari Gemsbok National Park. The Lodge opened in July 2007 as part of the Kgalagadi Park, is owned by the !Khomani San and Mier communities, and is the first fully catered luxury lodge to be located in the Park.

This landmark agreement has allowed traditional communities to regain their dignity and ownership of the land of their ancestors. Their desire to ensure responsible tourism to this ancestral land has led them to enter into an innovative partnership with South African National Parks, who have retained responsibility for the management of its environmental integrity and with Transfrontier Parks Destinations, who have been appointed as the tourism managers of the lodge and its activities. The !Khomani San and Mier, in their traditional spirit of community sharing, are now again able to welcome visitors to their own land and to share with them the magic aura of the Kgalagadi Transfrontier Park.

Dubbed "A place to experience and not merely observe", !Xaus Lodge offers visitors an opportunity to experience the scenic unspoilt splendour and the remoteness of the vast and arid Kalahari wilderness; to be drawn into the fascinating rituals, traditions and historical cultures of the Bushmen, the remarkable "first people" of southern Africa; and at the same time enjoy the comforts of a luxury lodge that captures the essence of the Kalahari.

Although the Tourism Sector in Mier Municipality has the natural resources to play a significant role in order to fulfil in the economy of the area, the sector is still not fully developed to its ultimate potential.

## **11. Mining Sector**

Due to the deep sand covering, little was before known about the possible mineral riches of the area. The most information was received through boreholes, mainly aimed at water provision.



Recently DBSA, however, did a feasibility study on the potential of mining, and specifically diamond mining, in the Rietfontein area. The study indicated that several minerals can be found in the area, with different potential levels for mining. Diamonds were already recovered from the Kimberlite-pipe, almost 1 km east of Rietfontein. The Study further indicated that the pipe and subsequent mine development holds major economic potential for the area with a lifespan of more than 20 years before rehabilitation need to start.

The appearance of quartz at Hakskeenspan and uranium at Koppieskraal, was previously tested as uneconomical for mining purposes. Possibilities for coal and turbanite exist in the Kgalagadi Transfrontier Park, while limestone also appears in some places. With the information available, it seems hence that only the diamonds and diatom has possible economic potential.

Another potential which has not yet been investigated is the economic spin-offs from current as well as future salt mining on the salt pans in the Municipal Area.

## **12. Business Sector**

Any attempt to reposition Mier Municipal Area in the national spatial economy presents a major challenge. The area lacks a local market large enough to generate critical mass, making it difficult to compete against other centers such as Upington, Kimberley and Bloemfontein etc. One possibility is to seek to reconfigure the national transportation network so that traffic flows through the area:

- This could be either or both north-south traffic (i.e. from Upington to Namibia) and east-west traffic (between Namibia to Botswana or Upington to Botswana). This would be extremely ambitious and is beyond the power of local stake-holders to effect. In the absence of such a repositioning of the local economy in this way, the long-term prognosis for the area will remain bleak.
- If the benefits to the area and the national economy set off the costs of such a reconfiguration, the efforts would be worthwhile.

The most effective course of action would be to up-skill residents so that they can participate more fully in the economy in other parts of the country and facilitate their finding homes/work in other areas.

### Potential internal economic drivers include:

- The development of niche tourism markets that capture full value out of the special attributes of the area.
- The exploitation of the climate of the area for energy generation (solar power)
- Increased mineral beneficiation that unlocks manufacturing opportunities.
- Increased game farming



### 13. Education Profile

The table below indicates the location of existing schools in the Municipal Area:

No	Name of school	Location	Students	Teachers	Students / teachers ratio
1	Combined School Rietfontein	Rietfontein	960	32	31
2	Loubos Primary School	Loubos	126	5	31
3	Philandersbron Primary School	Philandersbron	225	7	30
4	Welkom Primary school	Welkom	150	4	27
5	J.J. Adams Primary School	Askham	410	14	30
6	Klein Mier Primary School	Klein Mier	84	3	30
7	Groot Mier Primary School	Groot Mier	78	3	22

The school at Rietfontein provides education to the children of Rietfontein and secondary education to the children of the surrounding areas from Grade 8 to Grade 12 . It also houses the children from Askham, Welkom, Klein Mier, Groot Mier and Noenieput and their surrounding farms. The children from Philandersbron, Loubos, Drieboom and Vetrivier are transported by bus to attend their secondary education on a daily basis.

### 14. Health Profile

Type of medical facilities and services available	Town
PHC Clinic - daily	Rietfontein
PHC clinic- daily	Philandersbron
PHC clinic- daily	Klein Mier
Monthly clinic – facility available	Groot Mier
No service	Welkom
PHC clinic- daily	Askham
Served by Askham	Andriesvale
Monthly mobile clinic	Noenieput
Monthly clinic – facility available	Loubos

Tuberculosis and HIV/AIDS are some of the infectious diseases, which are receiving priority attention. The Mier Council for HIV/AIDS operates on a regional basis under the chairmanship of the Mayor of Municipality. Municipal HIV/AIDS committees have been established and function under the chairmanship of the mayor. The HIV/AIDS policy of the Municipality needs to be aligned so that it could be in line and based on National and Provincial policy.

Primary Health Care (PHC) Services delivers primary and preventative services, although the demand for secondary and rehabilitation services is growing. Due to staff shortages certain specific expert services cannot be optimally delivered. Promotion of a positive lifestyle, especially

with regard to HIV/AIDS and sexually transmitted diseases (STD's) becomes imperative in addressing health issues.

## 15. Police Stations

Town	Facility / Service available
Rietfontein	Police Station
Witdraai	Police Station
Noenieput	Police Station
Kgalagadi Park	Border control to serve Welkom

Crime Category	1 April to 31 March				
	2003/4	2004/5	2005/6	2006/7	2007/8
Nababeep	752	717	518	538	511
Increase / decrease		-5%	-28%	+4%	-5%
Witdraai	102	155	151	126	106
Increase / decrease		+52%	-3%	-17%	-15%
Rietfontein	67	113	128	141	130
Increase / decrease		+69%	+13.2%	+10%	-9%
Middelpos	33	11	26	31	33
Increase / decrease		+33.3%	-41%	+19.2%	+6.4%
Noenieput	32	29	22	26	46
Increase / decrease		-9.3%	-24%	+18%	+77%
<b>TOTAL SERIOUS CRIME</b>	<b>986</b>	<b>1058</b>	<b>845</b>	<b>862</b>	<b>826</b>
Increase / decrease		+19.2%	-5%	-3%	-7%

Other safety & crime challenges are:

- Lack of sufficient police vehicles
- Increase in crime, i.e. family abuse and robberies, murder, rape and crimes related to alcohol and drug abuse
- Shortage of staff
- Shortage in Afrikaans speaking officers
- Lack of housing for officers coming from outside the area
- Increase in cross-border theft

## 16. Environmental Analysis

The Mier area falls within a rain shadow. The average rainfall is 120mm /a. Conditions are typical of a semi-desert. The average rainfall is approximately 222mm with a 24 hour maximum of 61 mm (Twee Rivieren, Kgalagadi Transfrontier Park) . The area is located in a summer rainfall region of South Africa and approximately 70 percent of the average rainfall occurs during the period

October to April each year. Summer is very hot with maximum temperatures of up to 40°C (average 25°C) and winters are cool to cold with average temperatures of 10°C, although it could drop to below 0°C coupled with typical frost.

The predominantly wind direction is north-south with very variation in direction.

The area forms part of the Kalahari dale, characterised by high linear dunes. The area is drained by three episodic streams, i.e. Nossob River, Auob River and Molopo River. These are mainly dry streams which are transformed into strong streams during very wet years. The sand drains any rain / moisture very quickly, and therefore the ground surface remains dry. Underground water flow appears. The wavy sand area changes between 600 – 1000 m above sea level.

The natural vegetation is characterised by thin-scattered acacia trees and grassy fields. The latter consists mainly of red, Bushmen and white tufts of grass. Overgrazing and dry conditions allows easy entrance for intruders such as the “haak- en steek” bushes.

The Mier Area falls within the Kalahari biome, which is the most southern variant of an ongoing sandbank which stretches over 9 states. The Kalahari stretches to the north from the Orange River and covers  $\pm 20\%$  of the total system.

The landscape is one of the simplest in the world and consists mainly out of calciferous plains and loose sand covered areas, called the “duineveld”. Non-sustainable pans and rivers also appear. The calciferous plains are mostly covered with grass while big trees and bushes appear to a lesser degree. The dune area is mostly covered with grass which also appears in the “dune states”. After long rains grass also appears against the dunes. The composition of the San is complex and a ruling factor in the vegetation system. Red data species also appear.

Mier area is characterised as a semi-desert area with sand and dunes, but harder field also appears in some parts. The vegetation in the area consists mainly of grass field and native bushes and trees. The Camel Tree, “Witgat” and “Vaalkameel” is some of the trees most characterised with the area. Foreign trees like the well-known Prosopus (Southwest thorn) was planted mainly as stock feeding (shells), but currently it is being eradicated for obvious reasons, by the “Work for Water” program.

The Mier Area is very vulnerable to environmental damage, due to low rainfall and topography. The main economic activity, i.e agriculture, leans strongly on the environment and subsequently poor management practices could damage the environment. Parts of Mier Area, especially where over-grazing took place, were occupied by intruder plants which affect the agricultural sector negatively.

The Department of Agriculture in collaboration with Mier Municipality did intensive research regarding the resettlement of natural vegetation and the eradication of intruder plants. The “Land Care” programme as well as the “Work for Water” programme which were implemented in the area, was a direct result of the research. Huge progress regarding the repairing of vegetation was specifically made on the game farms in Mier Area. The programme has a positive influence on the environment which is a very important natural resource for the Mier community. Lots of attention should go to the extension of the programme to the rest of the area. For the sustainable utilisation of the area, management practices should also receive attention.

The following issues under environmental management need urgent attention in Mier Municipal Area:

- Development and monitoring of refuse dumps
- Prevention of environmental pollution at kraals and enclosures for livestock grazing.
- Organisation of the “Clean Town” campaign.
- Monitoring of water quality.
- Monitoring of foodstuffs to prevent food related diseases.
- Carrying out of inspections to promote the quality of standards of living amenities on farms.
- Providing information for the safe handling of hazardous / poisonous waste.
- Usage of the Pans is not controlled or monitored and currently some motor companies test their cars on the pans and tourism activities also take place without proper control.

#### Siyanda Environmental Management Framework

The Siyanda EMF was compiled and complete by April 2008 with funding through the Department of Environmental Affairs and Tourism. The purpose of the project was to develop an environmental management framework that will integrate municipal and provincial decision-making and align different government mandates in a way that will put the area on a sustainable development path.

The framework highlights the varied landscape of the area which provides a unique and special character to the area which has the potential to contribute to a variety of local and international tourism opportunities, especially if scenic routes are developed that takes these landscapes into account.

The Kalahari basin (of which Mier municipal area comprise of) stretches northwards from just north of the Orange River into Botswana and Namibia. It is a flat, sand covered, semi-desert area, on average between 900m and 1200m above sea level. It is characterized by a number of large pans to the North of Upington, by dry river beds (i.e. Nossob and Molopo Rivers) and by dunes which

strikes north-west to south-east. The region is underlain by Karoo rocks and rocks belonging to the tertiary Kalahari Group. Outcrops are rare.

The framework highlights the varied landscape of the area which provides a unique and special character to the area which has the potential to contribute to a variety of local and international tourism opportunities, especially if scenic routes are developed that takes these landscapes into account.

There are significant undeveloped mineral resources left in the area that can contribute to future economic growth in the area depending on the future viability of exploiting the minerals.

Due to the sandy nature of much of the soil a large part of the area is susceptible to wind erosion of the natural vegetation cover is disturbed. Pure sands are susceptible to being transported and re-deposited by strong winds whenever insufficiently protected by plant cover or windbreaks. Shifting sands tend to damage herbaceous, low-growing vegetation types and generate more shifting sands, starting a vicious circle. In itself the soils have very little to no opportunities for productive use.

Groundwater utilisation is important in the area. As a result of low rainfall over the area, the groundwater is mainly used for rural domestic water supplies, stock watering and water supplies to inland towns. Recharge of groundwater is limited and only small quantities can be abstracted on a sustainable basis. Aquifer characteristics (borehole yields and storage of ground water) are also typically unfavourable because of the hard geological formation underlying most of the area.

The area is known for its hot days and cold nights. It is very dry with an average yearly rainfall of  $\pm 189\text{mm/a}$ . The sunshine in the area is very suitable for solar energy generation.

The following vegetation types occur in the desert biome:

- Bushmanland Isnelberg Shrubland
- Eastern Gariep Plains Desert – n/a to Mier

The following vegetation types occur in the Wetland biome:

- Bushmanland Vloere – n/a to Mier
- Southern Kalahari Mekgacha
- Southern Kalahari Salt Pans
- Lower Gariep Alluvial Vegetation (very high conservation priority) – n/a to Mier

The following vegetation types occur in the Savanna biome (only those applicable to Mier):

- Gordonia Duneveld
- Gordonia Kameeldoring Bushveld
- Gordinia Plains Shrubland
- Molopo Bushveld
- Molopo River Duneveld (high conservation priority)
- Nossob Bushveld
- Auob Duneveld

Mier is characterized by vast open spaces with scattered human settlement throughout the area. The area has a good primary tarred road network between Upington and Rietfontein. The secondary networks are less developed and vast areas with sparse populations are served only by means of a vast network of dirt roads of mostly poor quality. Many of these roads are in such a bad state that it is impediment to the development of the tourism potential of the area.

Waste prevention and minimization are generally not practiced in the area. Recycling is concentrated in the Upington area due to the availability of adequate quantities of recyclable material. There is a need for Mier to prioritise waste recycling as well as the development and upgrading of landfill sites in order to prevent environmental degradation and meet the needs of the community.

#### Environmental Control Zones

The zones indicate areas that require a specific type or regime of control due to unique environmental elements that occur in these areas. It may or may not be linked to the application of EIA legislation and should be dealt with at a more strategic level, where it should serve as a guide for decision-making and planning.

In respect of Mier, the following specific environmental control areas have been identified through the EMF:

Zone 1: potential sensitive groundwater resources

Zone 2: potential wind erosion areas

Zone 3: potential high to very high vegetation conservation areas

Zone 4: potential sensitive groundwater resources and potential wind erosion areas

Zone 5: potential sensitive groundwater resources and potential high to very high vegetation conservation areas

Zone 6: potential wind erosion areas and potential high to very high vegetation conservation areas

The EMF further indicates strategies focusing on the alleviation of potential key development / environment friction areas by providing direction in respect of how these friction areas should be



dealt with. The following strategies have been compiled and in future Mier will align its own environmental planning to these:

- Strategy for the protection and conservation of high quality natural vegetation (Molopo)
- Strategy for development on sensitive areas (pans)
- Protection of sensitive environmental features on large properties (e.g. the possible mine development in Rietfontein or game farming extensions)
- Strategy for the protection of sensitive environmental features, surrounded or abutted by small properties

#### Northern Cape Environmental Implementation Plan

The EIP is a four year plan that has been prepared in accordance with the National Environmental Management Act (107 of 1998) and seeks to:

- Provide for co-operative governance in Integrated Environmental Management (IEM)
- Detail the provincial policies, plans and programmes that may significantly impact on the environment;
- Indicate how the Province will ensure that its actions will comply with the NEMA sustainable development principles and other environmental legislation; and
- Provide information on applicable environmental treaties, conventions, legislation and policies that should guide decision-making

According to the EIP the direct dependence of the Province on natural resources (e.g. agriculture) underlines the need for careful and sensitive environmental management.

One of the key environmental issues identified in the province is the generation and disposal of a variety of waste types, including municipal waste, agricultural, agro-processing etc. Given this variety, an equally varied approach, and appropriate competencies are required to manage the different types of waste and to address the improper storage, handling and disposal of environmentally hazardous materials.

The EIP also highlights key issues of environmental concern in Mier i.e. the over-exploitation of natural resources, pollution of water resources, illegal hunting, and quad biking activities on the dunes and in the pans.

## **17. Institutional Analysis**

The Municipal Systems Act emphasizes the need for transformation of the municipal administrative system without proposing any specific organizational arrangements. Considering the diversity of conditions, it is left to the municipality to develop an institutional plan that proposes appropriate

arrangements. Hence, Mier identified Municipal Transformation as one of its Priority Areas within the scope of this IDP.

In order for Mier Municipality to implement its IDP, sufficient resources are needed, i.e. Financial, Human, Equipment, Assets, and Skills etc. This plan will look at the current state of the Institution in order to highlight the strengths and weaknesses, as well as to look at possible strategies to overcome the gaps and challenges in order to be able to implement the IDP accordingly.

The following is a list of Mier Municipality's recommended Powers & Functions:

<b>Powers and Functions</b>	<b>Provide service</b>	<b>Specify</b>
Air pollution	No	Not adequate staff or budget to perform the function
Building regulations	No	District is currently responsible for this function
Child care facilities	No	Not adequate staff or budget to perform the function
Electricity reticulation	No	ESKOM is rendering the service
Fire fighting	No	Not adequate staff or budget to perform the function
Local Tourism	Yes	Staff & budget allocated to render this service
Municipal Airport	No	No airport in the Municipal Area
Municipal Planning	Yes	Mier Municipality render this service in collaboration with the District Municipality
Municipal Health Service	No	Service rendered by Department of Health
Municipal Public Transport	Yes	Mier Municipality render this service in collaboration with the District Municipality
Pontoons and Ferries	No	No need for the service
Storm Water	Yes	Limited staff & budget to render the service
Trading regulations	No	Not adequate staff or budget to perform the function
Water (Potable)	Yes	Limited staff & budget to render the service
Sanitation	Yes	Limited staff & budget to render the service
Beaches and Amusement facilities	Yes	Limited staff & budget to render the service (recreation facilities)
Billboards and the display of advertisements in public places	Yes	Limited staff & budget to render the service
Cemeteries, funeral parlours and crematoria	Yes	Limited staff & budget to render the service
Cleansing	Yes	Limited staff & budget to render the service
Control of public nuisance	No	Not adequate staff or budget to perform the function
Control of undertakings that sell liquor to the public	No	Provincial Government render the service
Facilities for the accommodation, care and burial of animals	No	Not adequate staff or budget to perform the function
Fencing and fences	Yes	Limited staff & budget to render the service
Licensing of dogs	No	Not adequate staff or budget to perform the function
Licensing and control of undertakings that sell food to the public	No	District currently render the service
Local amenities	No	Not adequate staff or budget to perform the function
Local sport facilities	Yes	Limited staff & budget to render the service
Markets	Yes	Not adequate staff or budget to perform the function
Municipal abattoirs	Yes	Limited staff & budget to render the service
Municipal parks and recreation	Yes	Limited staff & budget to render the service
Municipal roads	No	Not adequate staff or budget to perform the function
Noise pollution	No	Not adequate staff or budget to perform the function
Pounds	No	Not adequate staff or budget to perform the function
Public places	No	Not adequate staff or budget to perform the function
Refuse removal, refuse dumps and	Yes	Limited staff & budget to render the service

solid waste disposal		
Street trading	No	Not adequate staff or budget to perform the function
Street lighting	Yes	Limited staff & budget to render the service
Traffic and parking	No	No need for the service

Below a summary of the Institutional arrangement of the Municipality as well as the way the implementation of the Employment Equity Plan has addressed some of the inequalities.

	<b>2008/9</b>
Number of male employees	32
Number of female employees	10
Number of white employees	0
Number of black employees	0
Number of coloured employees	42
Number of disabled employees	0

#### Human Resource Capacity Needed

- Under utilization of some employees, i.e. water operator in Groot Mier because of the size of the town.
- Lack of capacity to fulfill all the water services functions of its towns and will have to contract in the services of experts when needed
- Managers are mostly personally involved in operational activities due to the size of the municipal administration – strategic focus and operational integration tends to be neglected as well as management information to make quality decisions.
- Insufficient documented information on systems and procedures with regard to service delivery
- Customer care, service delivery and effective communication strategies to be provided to employees in the client services sections

<b>Department</b>	<b>Filled positions</b>	<b>Vacant positions</b>
Office of the Municipal Manager		1
Corporate & Community Services	12	2
Financial Services	10	
Infrastructure Services	18	

#### Physical Infrastructure Needed

- More office space needed especially for administrative and financial staff
- Upgrading of computer equipment and related technology

#### What has been achieved in the past 5-years:

- Transformation Process
- Employment Equity Plan in place (not fully implemented yet)
- organization restructured to deliver on our developmental mandate

- WSP in Place
- 1498 households is connected with water & sanitation
- Water losses down from 34% to 28%
- The erection of five waste removal sites in Rietfontein, Philandersbron, Loubos, Welkom and Askham (not licensed)
- 1423 households receive a weekly solid waste removal service
- Oxidation Dam in Rietfontein

#### Remaining Gaps:

- Organizational performance and service delivery efficiency remains below expectation; Institutional skill levels require improvement;
- Management capacity needs to be bolstered, especially at middle and supervisory levels;
- Behaviour, attitudes and values of staff need to be enhanced;
- Micro organizational restructuring still outstanding;
- Systems and processes need improvement;
- Management systems to be developed;
- Proper maintenance of existing infrastructure (threat of critical infrastructure failure)
- Economic and social development under risk of infrastructure deterioration
- Adherence to statutory plans such as the SDF & LUMP
- Infrastructure maintenance, replacement and upgrading :
  - Water, Sanitation and Roads
  - Fleet
  - Electricity:
  - Emergency Services
  - A new approach to low cost /social and middle income housing
  - Provision of basic services to address the backlogs but on an affordability principle to ensure sustainable service delivery.

### **18. Municipal Technical Analysis**

<b>Area</b>	<b>Type of service</b>	<b>Constraints / challenges</b>
Water	Potable water in all major centres	Unqualified personnel Lack of sufficient funding to render quality service
	Old infrastructure upgrade and maintain	Lack of proper and quality water sources
Sanitation	Removal of sewerage	Oxidation pond only in Rietfontein Deteriorated drain pits Operational Programme
Housing	Submit applications	Approval of applications and Transferal of funds from DoH
	Upgrading of Existing structures	
Refuse removal	Household waste/ garden refuse	Lack of enough refuse vehicles Lack of adequate funding Unlicensed sites Lack of refuse bags

		Operational Programme
Stormwater		No storm water drainage system

The findings of the Section 78 Report completed in 2008 indicated that Mier Municipality should budget for the Water Services Infrastructure, the upgrading of some of the toilets and the installation of the reticulation network at Rietfontein.

The Report further proposes that the Municipality enter into a simple form of contract with the !Khomani San CPA to pump and provide water to Andriesvale and the other farms as a support service agent. Furthermore it proposes that the Municipality enter into a simple contract with business / providers at Noenieput, Schepkolk, Vetrivier and Drieboom to pump water for the respective communities, as support services agents. Mier Municipality will, however, remain the Water Services provider for these areas / communities.

### Electricity

Bulk Electricity services are provided by ESKOM, from Namibia (Nampower) to all the towns in the Mier Area, except for Noenieput. A second phase of the project must still be completed as soon as the need requires it. Distribution networks are available, except for Noenieput, and most houses have been electrified since 1996.

According to the Community Survey in 2007 (Stats SA), 75.7% of households uses electricity for lighting, 57.3% for cooking and 34% for heating. In comparison with 2001 Census Data this indicates a major improvement in electricity provision over the last 7 years.

### Sanitation and Sewerage

The towns do not have sufficient and effective sewerage systems. Sanitation in towns consists mainly of bucket systems, VIP systems and normal pit latrines, while other sites are serviced with flush systems. The municipality completed the eradication the bucket system and replaced it with sanitation systems according to RDP standards. The mentioned survey in 2007 indicates in comparison to 2001 (18.9%), 0% of households are still using the bucket toilet system. A further improvement in sanitation and sewerage provision includes the amount of people with no access to toilets decreasing from 23.4% in 2001 to 14.8% in 2007.

The Section 78 Report indicated the sanitation backlog at 471 toilets. Mier is currently eradicating this backlog with funds received from DWAF, MIG and under the bucket eradication system.

### Refuse Removal

The removal of refuse is a service which the Municipality is not yet capable of rendering fully to all Communities. This again is caused by the poor payment of services. Through the development of the Integrated Waste Management Plan on district level, this issue is envisaged to be addressed

through concrete strategies. Waste are presently removed, transported and dumped at existing unlicensed waste dumping sites, by the Municipality. The dumping sites have to be upgraded in order to prevent an overload on the environment as well as to meet the total need and legal requirements. The Survey indicates that the amount of households receiving refuse removal services by the local authority have still increased to 60.2% in comparison to the 25.2% in 2001.

### Water

Mier Municipality only uses underground water and rainfall and drought influence the underground water levels and quality of the water. Water is pumped from boreholes to reservoirs or pressure towers and from there it's distributed to the towns. Water networks have been installed since 1996. Residents are mostly serviced with metered water on site. The backlogs (S78 Report) to water services are 386 households and those households receiving water not metered are 80 households.

With regard to water provision the percentage of households having access to piped water inside their dwellings have also increased from 24.8% to 33.8% (STATS SA Community Survey). This has a direct impact on the decrease in households having access to piped water inside the yard. No properly ordered storm water drainage exists and properties are often flooded in the rainy season.

The Mier area, as part of the larger Kalahari semi-desert, could be classified as a water-poor area. Water provision for agriculture as well as for household purposes, take place through boreholes. The delivery of boreholes to the agricultural industry is mostly not enough and the quality of the borehole water is sometimes poor and unserviceable. Some of the farms do not have any water supply at all and water must be transported on a daily basis to these farms. The quality of the water on the farms is normally of a poor nature and has a negative impact on their extensive stock and game farms margins.

Two bulk supply lines for water were constructed in the 1980's to supply water to the area, but both of the lines were out of reach for the Mier community.

**The Kalahari East supply Scheme** is the biggest of the two bulk supply lines and serves 278 farms covering 1 480 624 ha of land. Water is pumped from the Sishenmine at Kathu and pumped into the Vaal Gamagara pipeline from where the Kalahari East Water Supply Scheme withdraws at a rate of 100 liters per second. This pipeline has some capacity to supply the Mier Municipal area. A feasibility study was conducted in an effort to fund this project.

**The Kalahari –West Water Scheme** is supplied by //Khara Hais municipality and was completed in 1985. This scheme supplies water to the western part of the Kalahari at a maximum flow rate of

27.7 liters per second. This water supply line does not have any capacity to supply the Mier Municipal area.

The biggest priority in this regard is funding to be secured for the completion and extension of the Kalahari-East Pipeline in order to give access to water to the whole Mier area.

In large parts of the Mier Municipal Area no water is available. Some farmers, on a daily basis, have to pump water for stock through pipelines or transport it per road and over long distances. The water problem has the following direct negative causes for the agricultural sector:

- The scarcity of underground water causes farms to be economically under-utilised and technically not well planned.
- Farms in Mier Area can not be economically utilised, and subsequently a roof is placed on the income potential of the total agricultural industry in Mier. Large expenses have to be made for water provision.
- The poor quality of boreholes has a cost and income influence on stock farming since the chemical composition of the water has a detrimental effect on the production of stock.
- Technical planning of farms can not be optimized

Mier should extend its services in the future to include communities of Noeniput, Vetrivier, Drieboom, Schepkolk and !Khomani San community who is currently scattered on the farms Erin, Andriesvale, Scotty's Fort, Witdraai and Uitkoms.

### **Roads and transport**

Rietfontein is situated on the main route from Namibia to South Africa. The main road from Upington via Rietfontein to Namibia was upgraded from a gravel road in phases, with the last phase completed in 2008. The towns Askham, Groot Mier, Klein Mier and Rietfontein are linked with this road.

The gravel road from Askham to Twee Rivieren and the entrance to the Kgalagadi Transfrontier Park was upgraded to a permanent surfaced road and was completed in 2008. The upgrading of these two roads has a very positive impact on the living conditions of the local community, to service delivery in general and to unlock economic potential of the Mier Municipal area. The other collector roads in the Mier Municipal area entail gravel roads and are normally in a very poor state. These roads are not proclaimed roads and the maintenance thereof are the sole responsibility of the municipality, it is virtually impossible to maintain these roads.

A business plan was compiled and submitted to the Development bank of Southern Africa to facilitate funding for the main access collector road from Rietfontein to the Mier Municipal Game Farms. The game farms are an important existing source of income for the municipality. The game farms are used to generate income for the municipality from game hunting and tourism. This

road also serve as an access road to the newly established Xaus Lodge in the Kgalagadi Transfrontier Park and the land that was transferred to the Mier Community and the San.

Public transport in the Mier Municipal area is a scarce commodity and the Mier community spend a considerable amount of their income to travel from the area to Upington, the nearest business centre.

### **Housing**

According to the Community Survey (Stats SA 2007) 81.2% of the population live in formal and 14.1% of the total population lives in informal dwellings. This differs from the figures indicated through Census 2001: i.e. 75.7% formal and 12.9% informal dwellings.

The 2007 survey further indicates that 73.8% of households live in houses which they own and have fully paid off. This is seen in relation to the 0.8% not yet paid off; 8.1% rented and 16.4% occupied rent-free households.

<b>Number of needs per town (May 2008)</b>	<b>New Houses</b>	<b>Waiting list</b>
Rietfontein	110	45
Philandersbron	75	25
Loubos	60	25
Klein Mier	45	25
Groot Mier	25	15
Welkom	60	30
Andriesvale		
Askham	108	104
Noenieput	60	30
Farming areas		

The following was highlighted by municipal officials & councilors as main priority issues / service gaps for the community of Mier:

- Conditions and availability of water
- Lack of providing basic services on private land / commercial farms
- Quality of service delivery – **maintenance and reaction time on complaints**
- Housing backlog
- Lack of a proper LED Plan to address poverty and unemployment in the area
- Lack of planning with the regard to the increased need to public transport services and facilities
- Lack of proper waste management and planning
- Insufficient inspection and maintenance plan
- Lack of cost management records available to determine the cost of services to the different communities.
- The distances between Rietfontein (Main town) and the other towns (settlements) hamper service delivery.



## **Municipal Properties**

Mier Municipality , as custodian on behalf of the community , has some prime land and property in the municipal area that is currently used for game farming, stock farming and guest houses. These properties are the following:

- **Game Farms at Pulai, Tween Dabbas & Loretta**

The Game farms cover an area of approximately 38 000 ha and is currently utilised as game farms and for tourism purposes. The game farms are located approximately 120 kilometres to the north-east of Rietfontein and are currently been operated by Mier Municipality in collaboration with a private entrepreneur from the area. These properties have tremendous potential for the community if the infrastructure is upgraded to acceptable standards and properly operated.

- **Land in Kgalagadi Transfrontier Park**

Approximately 37 000 ha of land in the Kgalagadi Transfrontier Park was transferred to the Mier M and !Khomani San communities to be utilised for business purposes within certain limits. A lodge , named ! Xaus Lodge was funded by Department of environmental affairs and Tourism and constructed on this land in 2006. This facility is operated and managed by a private company. A joint venture between the Khomani San and Mier M unicipality and SANParks Board is responsible for the management of this lodge and this land.

The Mier Municipality , on behalf of the community , owns some other properties in the municipal area that are utilised for guest house purposes, stock farming , game farming and corporations/agri-trading businesses

These properties are

- Klipkolk Farm and Guest house
- Groot Mier Guesthouse
- Mier Commonage
- Business space trading as KKK
- Business space trading as SA Post Office
- Geisemab

## **19. Municipal Financial Analysis**

Proper Financial Management and Good Governance have also been prioritized by Mier Municipality. During the 2007/8 financial year Mier Municipality invested a great amount of effort and time in improving and reviewing its financial management strategies, policies, systems and procedures to bring in line with new financial legislation and practices.

The following accounting records are available as part of the Financial Management of the Municipality:

- Income / Expenditure accounts
- Capital records
- Creditor's records
- Purchasing records
- Cashbook / cash flow systems

As part of the IDP, the budget compilation and implementation is aligned and in accordance with the Municipal Finances Management Act (MFMA). **Financial Statements are not always timeously submitted, and the last audit was classified as qualified with reference to among others; Debt and low payment rate (income revenue).**

Again as part of the IDP process and according to the MFMA the draft budget has been made public & reflects strategic choices & community development priorities as identified during the IDP Analysis Phase. A very clear analysis remains the fact that the current revenue streams can not sustain service delivery and the successful implementation of the IDP

#### Challenges:

- Ensuring that the resources are distributed evenly through the vast area
- High rate of unemployment which accounts for the low payment rate amongst community (±20%)
- The Municipality has relied heavily on grants received from National Government. The needs of communities far exceed the income that the Municipality receives for services rendered to communities.
- This situation has handicapped council in its plans to develop the economic base of the Municipality

#### Analysis of operating income and expenditure:

<b>INCOME</b>	<b>Budget 2007/8</b>	<b>Actual 2007/8</b>
Taxes	718 684	714 925.82
Rent	337 594	204 100.46
Sales	971 285	707 994.57
Grant & Subsidies:		
MSIG	734 000	734 000
DPLG	3 361 111	3 361 446
DWAF	400 000	341 383.31
Library Development	75 000	
EPWP	118 000	395 000
Water Services - !Khomani San	100 000	119 774.37

Sport Development	100 000	120 000
Water Week	60 000	56 231.11
Drought Relief – Siyanda		70 000
Services:		
Sanitation	<b>571 965</b>	<b>483 826.20</b>
Refuse	<b>895 373</b>	<b>729 342.18</b>
Water	<b>1439 718</b>	<b>830 000.38</b>
<b>Total</b>	<b>10 395 167</b>	<b>9 126 509.83</b>
<b>EXPENDITURE</b>		
Administration	5 548 670	5 296 159
Council expenses	1 160 975	1 132 583.33
Public Works	1 062 001	1 057 981.31
Sanitation	1 169 723	1 098 211.8
Water	1 476 800	1 279 045.76
<b>Total</b>	<b>10 395 167</b>	<b>9 883 981.1</b>

## **C. DEVELOPMENTAL STRATEGIES**

---

### **National Development Perspective**

**Mier Municipality adopted an approach to consider in all its development strategies**

#### **20. Vision**

*“The establishment of an effective administration for the delivering of sustainable and affordable services in order to improve the living standards of the residents of Mier Municipality.”*

#### **21. Mission Statement**

In order to develop a mission statement, the Municipality would like to align with existing Provincial and National guidelines:

##### PGDS – Development Targets

- To maintain an average annual economic growth rate of between 4%-6%
- To halve the unemployment rate by 2014
- To reduce the number of households living in absolute poverty by 5% per annum
- To improve the literacy rate by 50% by 2014
- To reduce infant morality by two thirds by 2014
- To reduce maternal morality by two thirds by 2014
- To provide shelter for all by 2014
- To provide clean water to all in the province by 2009
- To eliminate sanitation problems by 2009
- To reduce crime by 10% by 2009
- To stabilize the prevalence rate of HIV / AIDS and begin the reverse by 2014
- To redistribute 30% of productive agricultural land to PDI's by 2015
- To conserve and protect 6,5% of our valuable biodiversity by 2014, and
- To provide adequate infrastructure for economic growth and development by 2014

During the strategic planning sessions, the following general principles and values were identified as guidelines for the daily activities of Mier Municipality, hence formulating the Mission Statement:

- Fostering Healthy relationships
- Transparency in planning and management
- A thorough knowledge of the needs of communities
- The implementation of a development orientated approach to Local Government.
- Discipline among officials and councillors

- Effective communication and dissemination of information to all interest groups and within the organization itself, to empower everyone involved
- Building capacity among the staff and Community wherever possible in order to enable them to play an effective role in Local Government.
- A responsibility towards all voters' interest groups within the Councils' boundaries
- To have respect for the democratic principles demanded by law and set out by the Councils' Code of Conduct
- The following of the "Batho Pele" principles in the Councils' approach to service delivery

## **22. Strategic objectives structured into 5 KPA's**

The purpose of a development objective is to indicate "what" needs to be obtained in order to achieve your vision based on the shortcomings identified during the analysis phase. During this phase certain "what to do procedures" would also be formulated on how to achieve the objectives, i.e. strategies.

### Developmental Goals

With the vision and the above mission statement / principles as guidelines, and the input and needs of the inhabitants, the following general development goals have been identified for the area:

- ❖ MIER MUNICIPALITY must deliver a positive contribution to the sustainable growth and development within its boundaries and the rest of the Northern Cape.
- ❖ The creation of a healthy and environmentally friendly environment within and outside of the Councils' boundaries, must be attempted
- ❖ The promotion of a safe and tourism friendly environment should be furthered in order to promote tourism and investor interest in the region.
- ❖ The promotion of human resources within and outside the organization through training and the implementation of new technological aids.

Development Issue	Developmental Objective	Targets per annum	Actual delivered 2007/8
1. Water and Sanitation:	To provide access for all the resident of Mier Municipality, to clean drinking water by June 2010 To provide access for all the residents of Mier Municipality to proper sanitation, by June 2010	<ul style="list-style-type: none"> <li>Households / a</li> <li>Households / a</li> </ul>	<ul style="list-style-type: none"> <li>108 toilettes being build</li> </ul>
2. Roads and Transport:	To upgrade and maintain all gravel roads by 2012 To build new roads in all identified areas by 2012 To upgrade all access roads and internal roads by 2012	<ul style="list-style-type: none"> <li>100 Km / a</li> <li>100 Km /a</li> <li>150 Km /a</li> </ul>	<ul style="list-style-type: none"> <li>85km tarred</li> <li>0</li> <li>0</li> </ul>
3. Housing:	To provide houses to all communities within the whole Mier Municipal Area, which currently experience a backlog, by June 2014 Provision of sites and servicing of sites to fulfill in the demand	<ul style="list-style-type: none"> <li>150 Houses / a</li> <li>Sites / a</li> </ul>	<ul style="list-style-type: none"> <li>10 houses being build at kameelduin / Askham</li> </ul>
4. Environmental & Municipal Health:	To upgrade, license and register existing waste dumping sites by June 2009 To provide additional sites if and where necessary by June 2009, in order to cater for the increase in waste removal demands	<ul style="list-style-type: none"> <li>6 Sites / a</li> <li>3 Sites for Noenieput, Klein Mier and !Khomani San</li> </ul>	<ul style="list-style-type: none"> <li>0</li> <li>0</li> </ul>
5. HIV/AIDS:	To update the existing policy and implement accordingly by June 2010 To strengthen the Forum and develop a plan for the Mier area by June 2010	Policy updated Forum Strengthened	No progress
6. Local Economic Development:	To facilitate capacity building and skills development programmes in the area focusing on the agricultural, mining and tourism sector, To reduce unemployment and poverty with at least 5%, by June 2014.	<ul style="list-style-type: none"> <li>6 Programmes or training sessions / a</li> <li>75 Jobs created / a</li> </ul>	Currently implemented through the Tourism Plan LED Plan to be developed
	To upgrade existing tourism attractions / products over the next 10 years in Mier Municipality	<ul style="list-style-type: none"> <li>1 per year</li> </ul>	<ul style="list-style-type: none"> <li>Upgrading of Pulai</li> </ul>
	To develop new attractions / products in Mier Municipality over the next 5 years	<ul style="list-style-type: none"> <li>1 per year</li> </ul>	<ul style="list-style-type: none"> <li>0</li> </ul>
	To upgrade supporting tourism infrastructure, i.e. road signs and roads over the next 10 years	<ul style="list-style-type: none"> <li>All road signs and access roads directly linked to tourism attractions</li> </ul>	<ul style="list-style-type: none"> <li>0</li> </ul>
	To provide permanent employment for 5 additional people per year over the next 10 years	<ul style="list-style-type: none"> <li>5 people / a</li> </ul>	<ul style="list-style-type: none"> <li>5 (!Xaus Lodge)</li> </ul>
	To develop a Marketing Strategy by June 2009	<ul style="list-style-type: none"> <li>1 Strategy</li> </ul>	In process
	To train / equip 5 youth per year from Mier Municipality	<ul style="list-style-type: none"> <li>5 youth trained / a</li> </ul>	<ul style="list-style-type: none"> <li>5</li> </ul>

	in the tourism sector over the next 10 years		
	To launch one conservation activity or programme per year over the next 10 years in Mier	<ul style="list-style-type: none"> <li>• 1 / a</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Awareness Campaign (Nov 2008)</li> </ul>
7. Land Development:	<p>A proper developed and implementable Land Use Management Plan by June 2009,</p> <p>Township establishment of Noenieput and the !Khomani San Settlement by June 2010</p>	<ul style="list-style-type: none"> <li>• 1 plan</li> <li>• Township establishment</li> </ul>	<ul style="list-style-type: none"> <li>• 7 farms purchased and 12 farmers settled on farms</li> <li>• 0</li> </ul>
8. Sustainable Developmental Orientated Municipalities:	Development of Financial Plan Increase in payment rate and revenue base	<ul style="list-style-type: none"> <li>• Financial Plan</li> <li>• 10% increase</li> </ul>	<ul style="list-style-type: none"> <li>• 1 plan compiled</li> <li>• Decrease to 20%</li> </ul>
8. Sustainable Developmental Orientated Municipalities (Cont.):	<p>Development and implementation of Skills Development Plan in line with the identified capacity needs of the IDP.</p> <p>Review and Implement the Employment Equity Plan</p>	<ul style="list-style-type: none"> <li>• 1 plan</li> <li>• 1 plan reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• In process</li> </ul>
8. Sustainable Developmental Orientated Municipalities (Cont.):	Town Forum establishment and capacity building in order to equip them to contribute towards planning structures and processes Communication strategy reviewed and implemented	<ul style="list-style-type: none"> <li>• 8 forums</li> <li>• strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Forums established</li> <li>• No training</li> <li>• No progress</li> </ul>

### 23. Forecasted for 10-15 years

KPA	Development Issue	Forecast towards 2020
KPA 1: Basic service delivery and infrastructure investment	1. Water and Sanitation:	<p>Extension of the Kalahari East Pipeline to the inhabitants of Mier Area</p> <p>To provide clean water to all in the area</p> <p>To eliminate sanitation problems in all areas</p> <p>Minimisation and recycling of waste in all towns and settlements</p>
	2. Roads and Transport:	<p>All internal and access roads upgraded.</p> <p>All connection roads regravelled and upgraded</p>
	3. Housing:	<p>To reduce the number of households living in absolute poverty by 10%</p> <p>All residents have access to proper and safe housing and shelter</p> <p>No informal settlements in existence.</p>

	4. Environmental & Municipal Health:	Appointment of an Environmental Practitioner to serve the area in relation to compliance with legislation Fully operational environmental management plan with by-laws All waste sites registered and licensed Waste minimization and recycling contributing to the local economy's increase
	5. HIV/AIDS:	To stabilize the prevalence rate of HIV / AIDS and begin the reverse Fully functional forum and implementation of HIV/AIDS plan through the Office of the Mayor
KPA 2: Local Economic Development	6. Local Economic Development:	Establishment of industries in Agriculture to sustain themselves to contribute to the upliftment of the inhabitants of the area To halve the unemployment rate To redistribute 30% of productive agricultural land to PDI's To provide adequate infrastructure for economic growth and development
	7. Land Development:	Extension of the Mier commonage to accommodate emerging farmers Development and implementation of SDF Noenieput and the !Khomani San communities fully developed with access to all basic services
KPA 3: Municipal Financial viability and management	8. Sustainable Developmental Orientated Municipalities:	Proper internal auditing on an annual basis Verify evidence files of Sec.57 Managers Municipality's payment rate increased to 80% and hence contributing to the local economy as well as to the standard of service provision and basic infrastructure upgrading
KPA 4: Municipal Transformation and Institutional Development	8. Sustainable Developmental Orientated Municipalities (Cont.):	All vacant positions filled Staff appointed and skills development plan implemented according to the capacity needs identified in the IDP processes Maintain sound labour relations
KPA 5: Good governance and community participation	8. Sustainable Developmental Orientated Municipalities (Cont.):	Ensure effective Integrated Development Planning and Performance management in the Municipality Communication Strategy compiled and implemented Town Forums fully functional and operating according to Ward Based Plan – informing the IDP planning and implementation Develop and review the Risk Assessment Document Ensure effective publicity, marketing and branding of the Municipality

### 23. Strategies to reach objectives

KPA	Development Issue	IDP Development Strategies
KPA 1: Basic service delivery and infrastructure investment	1. Water and Sanitation:	<ul style="list-style-type: none"> <li>To reach the national targets related to water and sanitation within the IDP of the municipality.</li> <li>Provision of bulk, external and internal water to the whole Community</li> <li>Provision of sanitation up to the minimum NTOD standard</li> </ul>



		<ul style="list-style-type: none"> <li>• Upgrading of existing water networks and sanitation systems</li> <li>• Provision of bulk, external and internal water to the whole Community</li> <li>• To provide water and sanitation to schools</li> <li>• To develop an Infrastructure policy for the municipality by 2010/11</li> <li>• To provide free basic services to indigents in the municipal area</li> </ul>
	2. Roads and Transport:	<ul style="list-style-type: none"> <li>• To reach the national targets related to roads within the IDP planning</li> <li>• To improve the provision of sufficient and increasing availability of public transport facilities</li> <li>• Development of storm water systems in towns</li> <li>• Upgrading of roads and streets infrastructure</li> <li>• Development of new roads and streets</li> <li>• Maintenance of existing roads and streets infrastructure</li> <li>• To improve the provision of sufficient and increasing availability of public transport facilities</li> </ul>
	3. Housing:	<ul style="list-style-type: none"> <li>• Provision of basic serviced sites</li> <li>• Provision of low-cost housing</li> <li>• Provision of alternative housing schemes</li> </ul>
	4. Environmental & Municipal Health:	<ul style="list-style-type: none"> <li>• To provide for an integrated and co-ordinated disaster management policy that focus on prevention or reducing the risk of disaster</li> <li>• To provide effective provision of municipal environmental health services as determined by the NHA to the total district by 2012</li> <li>• Address waste management issues, through licensing of sites and upgrading of services</li> </ul>
	5. HIV/AIDS:	<ul style="list-style-type: none"> <li>• To contribute towards the reduction in the prevalence of HIV/AIDS in the municipality</li> <li>• Review HIV/AIDS Policy</li> <li>• Revitalization of the HIV/AIDS Council</li> </ul>
<b>KPA 2: Local Economic Development</b>	6. Local Economic Development:	<ul style="list-style-type: none"> <li>• Provision of necessary tourism infrastructure as indicated in Tourism Development Plan</li> <li>• Provision of necessary agricultural infrastructure and improved livestock production</li> <li>• Determining possibilities of mining in the area</li> <li>• Development, integration and management of the tourism industry</li> <li>• Capacity Building of small and emerging farmers</li> <li>• Capacity building of youth</li> <li>• To draw-up an LED strategy in line with the new National LED Framework</li> </ul>
	7. Land Development:	<ul style="list-style-type: none"> <li>• The township establishment at Noenieput and the !Khomani San settlement</li> <li>• Development of a Land Use Management Plan</li> <li>• To facilitate the redistribute 30% of productive agricultural land to HDIs by 2015</li> <li>• To ensure the optimal use of land</li> </ul>
<b>KPA 3: Municipal</b>	8. Sustainable Developmental	<ul style="list-style-type: none"> <li>• To perform proper internal auditing</li> </ul>

<b>Financial viability and management</b>	Orientated Municipalities:	<ul style="list-style-type: none"> <li>• To verify evidence files of Sec. 57 Managers</li> <li>• To compile the annual budget according to the MFMA and relevant legislation</li> <li>• To ensure full implementation of the Property Rates Act</li> <li>• To improve the financial system to accommodate the reporting requirements of government</li> <li>• To measure financial viability as expressed in the ratios prescribed in the Planning and Performance Management Regulations, 2001</li> </ul>
<b>KPA 4: Municipal Transformation and Institutional Development</b>	8. Sustainable Developmental Orientated Municipalities (Cont.):	<ul style="list-style-type: none"> <li>• The restructuring of the human resources at the municipality, including staff training and appointment of additional staff</li> <li>• The upgrading of municipal equipment and physical work environment of the Municipality</li> <li>• The compilation of strategic plans, i.e. PMS, Disaster Management Plans etc. to guide management and operations</li> <li>• Community awareness on policies and service payments</li> <li>• To attract and retain staff</li> <li>• To review &amp; implement the Employment Equity Plan</li> <li>• To train and develop employees and councilors</li> <li>• To maintain sound labour relations</li> </ul>
KPA 5: Good governance and community participation	8. Sustainable Developmental Orientated Municipalities (Cont.):	<ul style="list-style-type: none"> <li>• To ensure effective integrated development planning and performance management in the municipality</li> <li>• To review the Risk Assessment document</li> <li>• Implementation of the communication strategy</li> <li>• Promotion of internal and external communication</li> <li>• To ensure effective publicity, marketing and branding of the Municipality</li> <li>• To ensure and promote the participation of Town forums in enhancing LG</li> <li>• To improve and maintain the network and IT systems</li> <li>• To review and promulgate by-laws</li> <li>• To provide and maintain effective administrative systems</li> <li>• To strengthen accountability</li> <li>• To facilitate and coordinate the strengthening of targeted groups within the District</li> </ul>

**D. IMPLEMENTATION PLAN (5-3 YEARS)****ISSUE 1: Water and Sanitation Project List**

<b>Project Name and Description</b>	<b>Date</b>	<b>Costing</b>	<b>Location</b>	<b>Status Quo</b>
Waste Recycling Project	2009/10	Kgalagadi transfrontier Park to pilot the project	Welkom, Park, Askham, Andriesvale – Phase 1	Planning
Upgrading of 20 septic tanks	2010	R 1885 000	Askham	Planning
Upgrading of 160 VIP toilets			Philandersbron	
Construction of oxidation ponds	2010	R 5 600 000	Philandersbron, Loubos, Welkom, Askham	Planning
Provide 160 sanitation facilities on farms	2011			Not funded
Provision of water to households	2010		Rietfontein and Welkom	Funded by DBSA
Connecting and servicing of erven	2011	R 300 000	Philandersbron and Askham	Not funded
!Khomani San Bulk Water Services	2011	R 4 480 000	Andriesvale / Erin	Not funded
Upgrading of Bulk Water networks storage	2011	R 66 000 000	Rietfontein, Philandersbron, Loubos	Bot funded

**ISSUE 2: Roads and Transport Project List**

<b>Project Name and Description</b>	<b>Date</b>	<b>Costing</b>	<b>Location</b>	<b>Status Quo</b>
Building of 6 km of streets	2010	R 22 000 000	Rietfontein	Not funded
Upgrading and regravelling access and internal roads	2011	R 1 440 000	Rietfontein – Geisemab (70km)	Not funded

**ISSUE 3: Housing Project List**

<b>Project Name and Description</b>	<b>Date</b>	<b>Costing</b>	<b>Location</b>	<b>Status Quo</b>
Construction of phase 1, units throughout Municipality	2011		All towns	Planning
Construction of 70 housing units for Noenieput to settle formal township establishment	2011		Andriesvale / Erin	Planning

**ISSUE 4: Environmental and Municipal Health Project List**

<b>Project Name and Description</b>	<b>Date</b>	<b>Costing</b>	<b>Location</b>	<b>Status Quo</b>
Upgrading of 6 Waste dumping sites	2009/10	R 120 000 DTEC	Rietfontein Loubos Askham, Philandersbron Welkom Klein Mier	Planning Negotiations with DWAF and DTEC
Eradication of invader plants	2011		Municipal Area	Not funded

**ISSUE 5: HIV/AIDS Project List**

<b>Project Name and Description</b>	<b>Date</b>	<b>Costing</b>	<b>Location</b>	<b>Status Quo</b>

**ISSUE 6: Local Economic Development Project List**

<b>Project Name and Description</b>	<b>Date</b>	<b>Costing</b>	<b>Location</b>	<b>Status Quo</b>
Livestock Improvement and Landcare Project	2009/10		Mier Farms	Funded by Premier's Office and dept of Agriculture
Vegetable Cluster	2010	R 30 000	Philandersbron	Funded by Dept of Social Services
Iyama-Yama Meat Project			Emergin Farmers	Not funded

**Tourism Projects / Programmes as indicated in Tourism Plan – June 2008**

<b>Project / Programme</b>	<b>Date</b>	<b>Costing</b>	<b>Location</b>	<b>Status Quo</b>
Development of Tourism Marketing Plan or Strategy for Mier	June 2009	R 200 000-00	Municipal Area	Draft developed and proposal submitted for funding through DBSA Tourism brochures and info boards to be developed by June 2009 – budgeted by Municipality

Workshop: Grading / BEE / Legislation	Jan – March 2009	R 5 000-00		Planning
Workshop: How to start and grow your tourism business		R 5 000-00		
Tourism Awareness Campaign	November 2008	Funded by DEAT, DTEC and SANPARKS	Rietfontein, Loubos, Philandersbron, Askham, Andriesvale and Welkom	In process
Tourism Indaba / cultural festival	September 2009	R 500 000-00 Private Sector DTEC	Rientfontein / Philandersbron	Planning Proposals to be drafted
Establishing and Reviving Eco-clubs at schools	Ongoing	DTEC and DEAT	All schools	Planning
Organising of informal tourism sector into formal structure (stalls, product owners, artists etc)	June 2009	R 5000-00	On main routes	In process
Upgrading of information centre at Andriesvale	June 2009	R 250 000-00 Private Sector DTEC	Andriesvale	Planning Negotiations with relevant parties
Upgrading of information centre at Rietfontein	June 2010	R 500 000-00 Private Sector Siyanda DTEC	Rietfontein	
Development of a cultural route to include all the heritage and cultural significant sites.	June 2010	Unknown	Whole area	Planning to start in January 2009
The Extreme Tourism Day	June 2009	Unknown	Rietfontein to Kgalagadi Park	Planning to start in January 2009
Development of the Contract Park (25000ha in the Kgalagadi Park).	June 2010	Unknown	Kgalagadi Park	Planning to start in January 2009
Development of a cultural centre specifically focusing on the diverse communities of Askham and surrounding.	June 2010	Unknown	Askham	Pre-planning has already been done in this regard by community members. The Tourism committee should assist with the initial business plan and application for funding if and where necessary.

**ISSUE 7: Land Development Project List**

<b>Project Name and Description</b>	<b>Date</b>	<b>Costing</b>	<b>Location</b>	<b>Status Quo</b>
<b>Purchasing of additional land for farming</b>	<b>2010</b>		<b>Municipal Area</b>	<b>Not funded</b>
<b>Upgrading of commonage land</b>	<b>2010</b>		<b>Municipal Area</b>	<b>Not funded</b>

**E. ANNUAL OPERATIONAL PLAN – BUSINESS PLAN**

---

**25. Service Delivery Budget Implementation Plan**

This plan will be compiled and adopted 14 days after the approval of the budget, i.e. 30 May 2009. The SDBIP will be compiled in alignment with the IDP as well as approved Municipal Budget

## **F. FINANCIAL STRATEGY (FINANCIAL PLAN)**

---

Proper Financial Management and Good Governance have been prioritized by Mier Municipality. During the 2007/8 financial year Mier Municipality invested a great amount of effort and time in improving and reviewing its financial management strategies, policies, systems and procedures to bring in line with new financial legislation and practices.

The following accounting records are available as part of the Financial Management of the Municipality:

- Income / Expenditure accounts
- Capital records
- Creditor's records
- Purchasing records
- Cashbook / cash flow systems

As part of the IDP, the budget compilation and implementation is aligned and in accordance with the Municipal Finances Management Act (MFMA). Financial Statements are timeously submitted, however, the last audit was classified as qualified with reference to among others; Debt and low payment rate (income revenue).

Again as part of the IDP process and according to the MFMA the draft budget has been made public & reflects strategic choices & community development priorities as identified during the IDP Analysis Phase. A very clear analysis remains the fact that the current revenue streams can not sustain service delivery and the successful implementation of the IDP.

### Challenges:

- Ensuring that the resources are distributed evenly through the vast area of our Municipality
- High rate of unemployment which accounts for the low payment rate amongst certain members of the community
- The Municipality relies heavily on grants received from National Government. The needs of communities far exceed the income that the Municipality receives for services rendered to communities.
- This situation has handicapped council in its plans to develop the economic base of the Municipality

### What has been achieved in the past 5-years?

- Installation a new financial system
- Installation of an electricity meter replacement system

- Establishing revenue collection measures
- The process to streamline the indigent verification process will commence shortly
- All financial governance policies are in place

#### Remaining Gaps

- Budget and treasury Office
- Supply Chain Management Unit
- Achieving clean audit reports
- Extending the rates base in line with the Property Rates Act provisions
- To increase the collection rates
- Asset Register Unit
- Improve implementation of the budget process that allows for public participation and alignment with the IDP
- Implementing Service Delivery through Budget Implementation Plan (SDBIP)
- Secure DBSA grants instead of loans
- Implementation of the Property Rates Act

### **26. Summary Statement of Financial Management Arrangements**

#### Inventory and short description of financial management includes:

- Financial Supervisory Authority – Director Financial Services
- Implementing Authority – 2 Accountants (1 income and 1 expenditure) and 1 positions for a procurement officer as well as 2 financial interns
- Treasurer - Director Financial Services
- Internal auditor – reporting directly to the Municipal Manager

### **27. Summary Statement of the Financial Strategy**

#### Financial Base Management Guidelines and Procedures

The following policies are in the process to be adopted in the next financial year

- Risk Management policy
- Asset Management policy
- Credit Control by-laws
- Overtime policy
- Property Rates Policy



**Challenges**

Currently the Payment figures are  $\pm 20\%$  although the Municipality's target in compiling the budget is estimated at 75%. An amount of R8 900 000 is currently in arrears due to lack of payments on municipal accounts.

Other challenges include:

- Improving budget process
- Ensure proper use of council funds
- Diversification of economic base to break free of over-dependence on the agricultural sector
- Sustainable Local Economic Development to eradicate unemployment
- Implementation of the Credit Control Policy

**Key Strategies**

Through the compilation and implementation of an LED plan, to be developed, the Municipality hope to assist in meeting the targets sets out in the IDP according to each of the identified priorities. Service delivery and the provision of basic services to all continue to be prioritized by communities, although greater emphasis has also been placed on growing the economy. With this in mind, sustainable capital income and development is identified as the solution to the backlog rendering of poor services and infrastructure development.

Future Financial Management should include:

- Revenue raising strategies
- Asset Management Strategies
- Cost-effectiveness strategies

**36. Billing System**

Each year between March and April residents must complete a form in order to be registered as indigents by 01 July of that year. The maximum income to qualify as an indigent household is R1800.00 / household.

Meter reading and credit control take place in each town. Credit control is conducted by an agreement between the Municipality and the person who are in arrears. The person must pay the agreed amount on the arrears and the amount of the current account. Failing to honour this agreement results in the cutting of services.

A strategy to improve payment rates includes the following: A decision was taken that councilors would encourage people to pay their accounts and inform them of the reasons why they should pay their accounts.

In line with the requirements of the MFMA, the planning and budget process are tabled before Council at least 9 months before the end of the financial year. This process is then closely followed to complete the IDP and budget process. Both processes are closely aligned. More information is available in the Planning and Budget Process Plan.

### **37. Fees, Tariffs and Rates.**

Heads of Departments must annually review all fees, service charges and other charges to be included in the operating budget in accordance to Council's tariff policy in such a way that:

- users and consumers are treated fairly, equitably and without bias in application of tariffs;
- the amount of a user pay for services is in proportion to the use of that service;
  - a) tariffs reflect the cost of the service;
  - b) tariffs are set at levels that secure the financial sustainability of the service.
  - c) It encourages and promotes the efficient use of scarce resources.
- The result of this revision shall be reported to the Council, even if no changes are proposed. The Head of a Department shall indicate the reasons for tariffs not recovering the respective costs.
- The Council shall make no decision concerning fees, tariffs or other changes without first considering a report of the Head of the Department concerned incorporating the views of the CFO / Director Financial Services.
- The Municipal Treasury must calculate property rates and levies to balance the budget and to ensure the credit worthiness of the Municipality is maintained by provide for;
  - a. Bad Debts
  - b. Working capital
  - c. Debt servicing Costs; and
  - d. Provisions and reserves.

The CFO shall maintain the credit control and debt collection policy of the Municipality, including;

- Credit control procedures
- Debt collection procedures
- Provision of indigent debtors consistent with its rates and tariff policies and national guidelines
- For levies
- Arrangements for payment of debt;

- Matters relating to unauthorised consumption of services, theft and damages.

### **38. Operating expenditure**

No saving on an amount budgeted for a specific purpose may be applied to meet expenditure for another purpose, whether budgeted for or not, without the approval of the Council. Should a Head of a Department have reason to believe that any budgetary provision is or will be insufficient, or that estimated income is unlikely to be received, a report shall forth with be submitted to the Council.

### **39. Recovery of losses**

Any loss suffered by the Municipality due to any fraudulent or corrupt act or an act of bribery shall immediately be reported to the South African Police Services and to the Auditor-General by the Municipal Manger.

The circumstances which describe various losses of damage in legislation be constrained in section 10 G (2)(F) of the Local Government Transition Act as inserted by the Second. Amendment Act 1996 (Act 209 of 1996) All employers shall immediately advise the Municipal Manager should they become aware of occurrences.

### **40. A Tabular Summary of the 3year MTEF**

Refer to Financial Services Manager

## G. ORGANISATIONAL AND PERFORMANCE MANAGEMENT SYSTEM

### 41. Key Performance Indicators per Objective

Priority Issues	Proposed Objectives	Key Performance Indicator		
		Input	Output	Outcome
1. Water and Sanitation:	To provide access for all the resident of Mier Municipality, to clean drinking water by June 2010	Expenditure on water provision	Number of households provided with water	% of households with access to basic level of water, sanitation and solid waste removal
	To provide access for all the residents of Mier Municipality to proper sanitation, by June 2010	Expenditure on sanitation provision	Number of households provided with sanitation	
2. Roads and Transport:	To upgrade and maintain all gravel roads by 2012 To build new roads in all identified areas by 2012 To upgrade all access roads and internal roads by 2012	Expenditure on roads and transport	Kilometers upgraded and newly build	% of roads in the area upgraded and newly build
3. Housing:	To provide houses to all communities within the whole Mier Municipal Area, which currently experience a backlog, by June 2014	Total investment in housing	Number of houses build	% of households living a better quality of life
	Provision of sites and servicing of sites to fulfill in the demand	Construction cost per sq. m. of houses built by the municipality	Number of sites serviced	
4. Environmental & Municipal Health:	To upgrade, license and register existing waste dumping sites by June 2009	Expenditure for compilation of Waste Management Plan	Approved Waste Management Plan	Improved waste management and regulation
	To provide additional sites if and where necessary by June 2007, in order to cater for the increase in waste removal demands	Expenditure on Environmental Management and related activities	No of sites developed with EIA approval	% of sites provided according to EIA regulations
5. HIV/AIDS:	To update the existing policy and implement accordingly by June 2010	No of employees involved in HIV/aids prevention programmes	No of HIV/Aids awareness sessions / programmes held	No of people participating in the HIV/Aids awareness campaign
	To strengthen the Forum and develop a plan for the Mier area by June 2010	Amount budgeted for HIV/Aids awareness		Reported cases of HIV/Aids

		campaign		Number of individuals receiving voluntary HIV testing and counseling
6. Local Economic Development:	To facilitate capacity building and skills development programmes in the area focusing on the agricultural, mining and tourism sector, To reduce unemployment and poverty with at least 5%, by June 2014.	Expenditure per initiative / development	Number of jobs created through municipality' LED initiatives including capital projects	% of decrease in unemployment rate  % of households earning less than R1100 per month with access to free basic services
	To upgrade existing tourism attractions / products over the next 10 years in Mier Municipality			
	To develop new attractions / products in Mier Municipality over the next 5 years			
	To upgrade supporting tourism infrastructure, i.e. road signs and roads over the next 10 years	Expenditure per SMME on support and information supply	No of training events arranged for SMME-owners regarding business skills	No of new SMMEs started
	To provide permanent employment for 5 additional people per year over the next 10 years			Total no of new labour market entrants at the SMME's
	To develop a Marketing Strategy by December 2008			
	To train / equip 5 youth per year from Mier Municipality in the tourism sector over the next 10 years			
	To launch one conservation activity or programme per year over the next 10 years in Mier			
7. Land Development:	A proper developed and implementable Land Use Management Plan by June 2009, Township establishment of Noenieput and the !Khomani San Settlement by June 2010	Expenditure for compilation of Land Use Management Plan	Number of township establishments according to the LUMP	% of people satisfied with the improvement of living conditions
8. Sustainable Developmental Orientated Municipalities:	Development of Financial Plan Increase in payment rate and revenue base	Expenditure on the improvement of financial systems	% of municipality's capital budget actually spent on capital projects ito IDP	% percentage decrease in audit queries after improvement of financial system Financial viability as expressed ito ratios i.e. Debt (Interest) coverage ratio; Outstanding service debtors to revenue ratio; Cost coverage ratio; Annual debtors collection rate; Debt to revenue ratio; Gearing ratio; and Current ratio

8. Sustainable Developmental Orientated Municipalities (Cont.):	Development and implementation of Skills Development Plan in line with the identified capacity needs of the IDP.	Total amount budgeted for capacity building of the Category B municipalities	Total number of Category B employees attending capacity building events	% of staff motivated and service delivery improvement
			% of a municipality's budget actually spent on implementing its workplace skills plan; and	Number of people from Employment Equity target groups employed in the three highest levels of management in compliance with approved EEP
8. Sustainable Developmental Orientated Municipalities (Cont.):	Town Forum establishment and capacity building in order to equip them to contribute towards planning structures and processes Communication strategy reviewed and implemented	Expenditure on the improvement of administration systems	of municipality's operational budget spent on improvement of administration and implementation of organogramme	% percentage decrease in audit queries after improvement of admin system
		Expenditure on establishment and empowerment of Town Forums	Number of forums established	% of people satisfied with the functioning of the Forums and their representation to improve good governance
8. Sustainable Developmental Orientated Municipalities (Cont.):	Town Forum establishment and capacity building in order to equip them to contribute towards planning structures and processes Communication strategy reviewed and implemented	Expenditure on review and implementation of the Communication Strategy	Number of capacity building sessions	% of employees satisfied with improved communication
			Number of contact sessions internally	% of community satisfied with improved communication
8. Sustainable Developmental Orientated Municipalities (Cont.):	Town Forum establishment and capacity building in order to equip them to contribute towards planning structures and processes Communication strategy reviewed and implemented	Expenditure on review and implementation of the Communication Strategy	Number of contact sessions externally	% of community satisfied with improved communication

## 42. Organisational Background

The Municipal Systems Act emphasizes the need for transformation of the municipal administrative system without proposing any specific organizational arrangements. Considering the diversity of conditions, it is left to the municipality to develop an institutional plan that proposes appropriate arrangements.

In order for Mier Municipality to implement its IDP, sufficient resource is needed, i.e. Financial, Human, Equipment, Assets, Skills etc. This plan will look at the current state of the Institution in order to highlight the strengths and weaknesses, as well as to look at possible strategies to overcome the gaps and challenges in order to be able to implement the IDP accordingly.

Taking into consideration the Recommended Powers and Functions of the Municipality, the purpose of this plan is therefore to:

- Ensure easily institutional transformation;
- Enhance an integrated implementation process;
- Provide the institutional activities needed to implement the IDP projects; and
- To ensure coordinated action in this regard

## 43. Institutional Strategic Guidelines

### Recruitment and retainment of staff

- Recruitment of skilled staff to fill the gaps identified through the IDP process
- Filling of all vacant positions, i.e. Municipal Manager
- Creating of additional posts if and where needed

### Skills Development (Information Outstanding)

The Municipality commits itself that under-representation of designated employees in certain occupational categories will be addressed through training and skills transfer.

<b>Courses Identified to be Presented</b>

Actual Training / Courses	Presenter	Accreditation No

#### 44. Employment Equity Plan

The plan was compiled and adopted in May 2007. The objective of the Plan is to ensure equal opportunity and fair treatment in employment. But also to ensure Mier Municipality employees ultimately represent the demographic profile of the South African population in terms of designated groups. This profile will be based on the official population figures published by Stats SA (2001),

An analysis of the persons employed by Mier Municipality indicated that employees are representatives of the population profile of the community, with specific challenges with white representation.

As a realistic target 2 persons from the white community should be appointed within the organizational structure within the next three years.

Female representation should also be addressed as it is taken into account the nature of work traditionally being done at general workers level, but opportunities do exist to improve female representative. At least four female workers within the next three years are set as a realistic target.

#### 45. Resources and Archives

The Administration function has been centralised in Rietfontein. Records and archives are respectively kept in Rietfontein at the Municipal offices

#### 46. Policies

The following policies are in place and can be obtained from the Municipality:

Policy	Draft	Impacting Strategies	IDP
Credit Control and Debt recover		X	
Property Tax		X	
Banking and Investments		X	
Fixed Assets		X	
Financial By-laws		X	
Delegations and empowerments			



Procurement & Supply Chain Management		X
Anti Corruption		X
Performance Management		X
HIV/AIDS		X
Indigent		X
Remuneration		
Over time		
Human Resources	X	X
Disciplinary Code	X	
Smoking in working environment	X	
Social and employees	X	
Dress Code	X	
Occupational Health and Safety	X	
Leave	X	
Tea	X	
Recruitment and Advertising	X	

Short summary of buildings as part of the asset register of the Municipality include:

<b>Community Halls</b>	<b>Town Halls</b>	<b>Municipal Offices</b>	<b>Payment Offices</b>
Rietfontein	None	Rietfontein	Askham
Loubos			Welkom
Askham			

#### 47. Accommodation (outstanding)

<b>Department</b>	<b>Needs</b>	
	<b>Offices Space</b>	<b>Equipment</b>
Municipal Manager		
Infrastructure Services		
Financial Services		
Corporate and Community Services		

#### 48. Information Technology

The municipality is in the process of integrating all systems into one system; IMIS

#### 49. Involvement of the Various Departments in the IDP Process

##### Department Financial services

This could include:

- Enumeration and sufficient finances to be budgeted for to appoint personnel and purchase equipment
- Prepare a proper capital and operational budget to run the IDP
- To ensure an increased payment culture in the municipal area
- Ensure a better service delivery to the public
- Assistance to other department to apply for funds

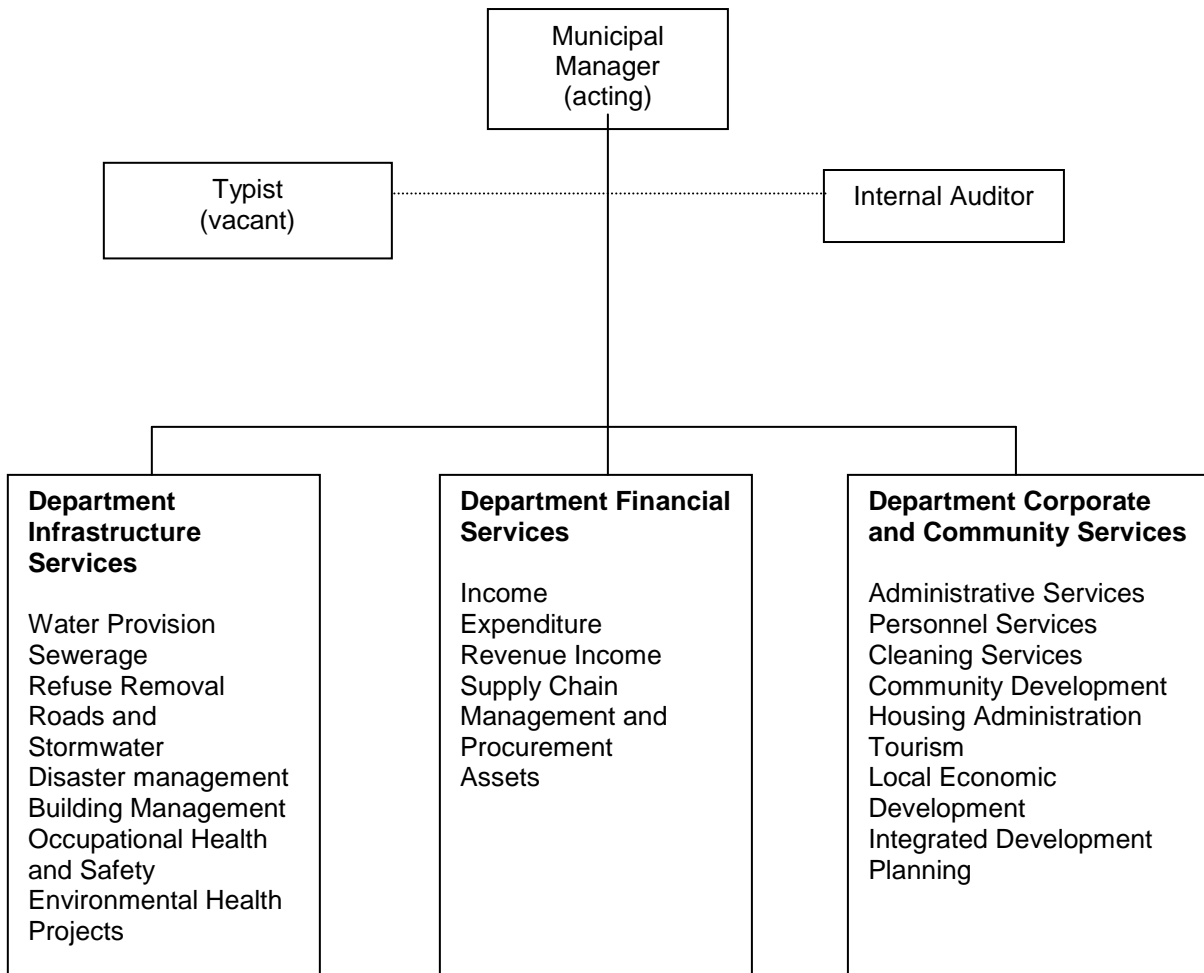
- To provide and budget for sufficient personnel

#### Department Infrastructure services

This could include:

- Current reporting on project implementation
- Project Management of projects (infrastructure)
- Providing for future provision of internal services, bulk services as well as link services
- Upgrading and daily maintenance of the services
- Holistic future planning and provision of future land and services
- Maintenance on/of public amenities
- Guide over the maintenance and provision of sport facilities – Technical Department

### ORGANOGRAMME



### Department of Corporate and Community Services

This could include:

- Compilation and Administration of the IDP
- Submission of the IDP reports to the council and to ensure the IDP stays a permanent item on the agenda
- To provide legal and other administration support during the IDP process
- Management of the IDP and all relevant structures, i.e. the IDP Steering Committee, IDP Representative Forum etc.
- Monitoring of Project Implementation (MSIG)
- Compilation of an LED Strategy and its implementation
- A drive towards the implementation of the IDP
- Report back to the Representative Forum on IDP progress
- To assist in establishing a sound local economic base for the towns

## **H. GOOD GOVERNANCE**

---

Currently no policies and by-laws are in place to specifically address and improve good governance.

### **50. Communication Strategy**

The public participation process in the Municipality, contributing to the Analysis Phase, depended on the participation of the local communities. This is recognized in the *Process Plan* of the Municipality which decided on its own process.

In general the participation process in all the local communities depended a lot on the councilors and the town forums. The councilors had regular meetings in their constituencies reporting on the process and also getting inputs from the Community. All the Representative Forum meetings were open to the general public and people wishing to participate could do so.

Mier Municipality conducted, despite the vastness of its Municipal Area, an intensive public participation process during the first IDP process where, through public meetings in the various areas, Community input was collected. The success of this process and the positive participation from the various Communities can be seen by the large input received.

In order to ensure a fully integrated process for sustainable development and despite the continuous liaising with provincial government departments, organizations and interested

parties, a formal written request was directed to them at this stage, to invite their comments and input on the initial identified needs/omissions.

Two community meetings were held at each of the eight towns in the Municipal Area. The towns Rietfontein (main town), Loubos, Philandersbron, Groot Mier, Klein Mier, Welkom, Askham and Noenieput are relatively far from each other, therefore the community meetings were completed over a timeframe of four days per visit.

People were informed of the meetings by way of:

- *Written notices which were placed at strategic public places.*
- *Announcement in churches and schools.*
- *Telephonic notices*
- *Megaphones*

During these meetings, methodology (Public Rural Appraisal) was used to ensure that even the illiterate could participate effectively in the process. The methodology further ensured that democracy was enhanced and communities were inclusive of the process.

Several workshops were again conducted during this IDP Review Phase for the IDP Representative Forum and IDP Steering Committee, during which these two bodies could give their inputs and comments relating to the current document and process as well as the necessary amendments that needed to be made.

The IDP Representative Forum as well as IDP Steering Committee met on a quarterly basis during this IDP Review Phase, in order to review progress made relating to project implementation as well as to amend the existing document accordingly.

Taking the above into consideration, it remains a priority for the Municipality to enhance its methods of communication. Hence the identification of the Communication Strategy that needs to be amended and reviewed, as well as workshopped with the officials and communities in order to start implementation.

## **51. HIV/AIDS Policy**

Compiled and approved in 2005. The Policy needs to be reviewed as well as workshopped with all employees in order to understand and implement accordingly.

## 52. Town Forums

It is important to again note that due to the small population of the Municipal area, no wards have been demarcated. Hence only PR councilors were elected and council subsequently decided to establish town forums which would fulfill the same purpose of the ward committees in the bigger municipalities.

These Forums have, however, not received the proper and necessary training, empowering and capacity building necessary to fulfill its tasks and responsibilities. Since good governance was identified as a priority the Municipality will also urgently need to address the issue of the Town Forums and their functioning within the Municipal planning structure.

The Council further introduced a system whereby towns are allocated to specific councilors for service rendering, participation and communication purposes. Community Development Workers are also appointed for each town to assist the municipality in service delivering.

## 51. Council and Sub-committees

Council meetings (council meets the people) rotate between the different towns to ensure good governance and community access to council meetings and councilors.

The following persons are elected as councilors in the Mier Municipality:

Name	Representing
Ms S. Coetzee	Mayor – ANC
Mr. P. Smith	ID
Mr. B. Snyders	ID
Mr. Josephs	ANC
Ms. Kathy Dodds	ANC

No sub committees exist since council is comprised of only 5 councilors proportionately representing relevant political parties.

## 52. Special Programmes

### Anti Crime Mass Mobilisation Campaign (Strategic Priority: Safety & Security)

- To mobilize the communities to join the fight against crime
- To utilize EPWP Safety volunteers and CDW's to mobilize communities to act against crime
- Mass mobilization of youth crime prevention stakeholders
- Ensure the effective functioning of the Community police Forums
- Ensure the effective functioning of the Community Safety Forums

Anti-Substance Abuse Campaign ((Strategic Priority: Safety & Security))

- Ensure the establishment of Local Drug Action Committees (LDAC) at local level according to the National Drug Master Plan
- Ensure the effective functioning of the LDAC at local level
- Lead the coordination of anti-substance projects and programmes through the LDAC

Public Education, Awareness and Mobilisation towards Moral Regeneration and Empowerment ((Strategic Priority: Safety & Security))

- Ensure the establishment and effective functioning of Moral Regeneration Forums at local level
- Develop and implement an Annual Programme of Action

Stop Violence against women and children ((Strategic Priority: Safety & Security))

- Develop and Implement Victim Empowerment Programme of Action for the Municipality

Safer Streets and Physical Environments ((Strategic Priority: Safety & Security))

- Identify and clean areas that are conducive to crime
- Assist the adopt a cop campaign
- Assist with safer schools programmes
- Develop and implement Rural Safety Programme of Action

Mier Municipality should lead the coordination of all crime prevention stakeholder's programmes and projects to ensure that the safety and security needs of communities are addressed and that communities are safe and secure.

The following additional programmes should be implemented through the mayor's office:

- Children's programme
- Youth Programme
- Disabled programme
- Women empowerment programme

## I. ANNEXURES

### Outline on status of all applicable Sector Plans

<b>Sector plan</b>	<b>Status</b>	<b>Reasons</b>	<b>Responsible Person / Department</b>
Spatial Development Framework	Outstanding	Lack of funding	Mr. J. Minnies
Disaster Management Plan	Outstanding	Lack of funding	Mr. H. Matthys
Land Use Management Plan	Outstanding	Lack of funding	Mr. J. Minnies
Waste Management Plan	Draft – 2007	Lack of funding to implement	Mr. H. Matthys
Water Services Development Plan	In process	ITO Focus Marumo	Mr. J. Minnies
Integrated Transport plan	Outstanding	Lack of capacity	Mr. J. Minnies
Housing plan	To adopt the Plan in the process to be developed for Siyanda DM	Lack of capacity	Mr. H. Matthys
Energy Master Plan	Outstanding	Lack of capacity	Mr. J. Minnies
Comprehensive Infrastructure Plan	Completed 2008		Mr. J. Minnies
Anti Corruption Strategy	Completed		Mr. J. Mouton
Environmental Sector Plan	Outstanding	Lack of funding and expertise	Mr. H. Matthys
Local Economic Development Plan	In process	Lack of funding	Mr. P. Matthys
Integrated Tourism Plan	Completed June 2008		Mr. H. Matthys